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DEAN C. LOGAN Registrar-Recorder/County Clerk

October 25, 2010

TO:

Supervisor Gloria Molina, Chair Supervisor Mark Ridley-Thomas Supervisor Zev Yaroslavsky Supervisor Don Knabe

Supervisor Michael D. Antonovich

William T Fujioka, Chief Executive Officer

FROM:

Dean C. Logan, Registrar-Recorder/County Clerk

SUBJECT: VSAP PROGRESS REPORT EXTENSION REQUEST

On September 2, 2010 your board directed the Registrar-Recorder/County Clerk to provide the Board a report detailing an incremental plan for moving forward with the modernization of the County's voting systems, including additional research needed, procurement/development strategy, and timeframe for selection/acquisition and implementation of the voting system by November 6, 2010. The Registrar-Recorder/County Clerk's Office would like to request a 60 day extension.

The Registrar-Recorder/County Clerk continues to work on meeting with community stake holders to discuss the project and initial findings of Phase I. However, currently, most of the Department's resources are being utilized for the preparation and execution of the upcoming November 2, 2010 General Election. The requested extension would allow the Department to devote the appropriate resources necessary to prepare a comprehensive response to your motion.

The Department is fully committed to ensuring that future voting systems serve the needs of our core constituencies in Los Angeles County while preserving its commitment to conducting fair, accessible, and transparent elections. Thank you for your support.

Should you have any questions please contact me at (562) 462-2716 or via email at dlogan@rrcc.lacounty.gov.

Los Angeles County REGISTRAR-RECORDER/COUNTY CLERK



Dean C. Logan Registrar-Recorder/County Clerk

January 27, 2011

TO: Supervisor Michael D. Antonovich, Mayor

Supervisor Gloria Molina

Supervisor Mark Ridley-Thomas Supervisor Zev Yaroslavsky Supervisor Don Knabe

William T Fujioka, Chief Executive Officer

FROM: Dean C. Logan, Registrar-Recorder/County Clerk

Deanc. Logan

SUBJECT: Voting Systems Assessment Project Incremental Plan

This report is in response to the motion adopted by your Board on September 7, 2010, directing the Registrar-Recorder/County Clerk (RR/CC) to update your Board on the progress of the Department's Voting Systems Assessment Project (VSAP). The motion further asked for an overview of the current strategy for moving forward and ultimately implementing a new voting system in Los Angeles County, including a general time frame outlining the process up to the implementation of a new voting system. The information contained in this report addresses the points of inquiry in your motion.

Overview

The Voting Systems Assessment Project is an unprecedented and comprehensive approach at modernizing the County's voting systems in order to ensure accessible, accurate, and secure elections. The vision of the project is to implement a voting system through a transparent process that takes into account the needs and expectations of our primary consumers, the current and future voters of Los Angeles County. Out of this vision, the Department has developed a multi-phase plan for the modernization of the County's voting systems. The project was officially launched in September 2009 and since then has, with input from community stakeholder groups and research support from the Voting Technology Project and the James Irvine Foundation,

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¹ See "Los Angeles County Voting Systems Assessment Project Concept Paper", presented to Operations Cluster August 22, 2009. http://www.lavote.net/Voter/VSAP/Default.cfm?Section=DOCUMENTS

VSAP Incremental Plan January 27, 2011 Page 2 of 7

carried out a number of engagement activities that have informed and fine tuned the scope of the VSAP. The following sections outline the specific phases the Department has identified for the project.

Need for the VSAP

The current *InkaVote Plus* and *Microcomputer Tally System* voting systems have served and continue to serve the voters of Los Angeles County with accuracy and integrity. But the design of these systems and the age of their technology do not offer the technical and functional elasticity necessary to continue to accommodate our growing electorate, its diversity, and needed innovations to help improve the accessibility and efficiency of elections.

The current voting system was developed by the Los Angeles County Information Technology Systems branch of the Internal Services Department. The original systems, Automated Ballot Layout (ABL), Election Tally System (ETS), and the Election Results Inquiry System (ERIS), were developed over 30 years ago using IBM mainframe computing technology. While the Registrar-Recorder/County Clerk still uses the mainframe ABL and ERIS systems, the ballot tabulation component of the ETS system was migrated in the mid-1990s to a DOS-based PC platform called the Microcomputer Tally System (MTS), which resides on an isolated token ring network at the Department's headquarters.

Several ISD employees, none of whom were the original developers of the systems, continue to maintain these systems. Ongoing attrition of ISD staff due to retirement and the increasing difficulty of finding new staff with requisite skills in obsolete mainframe technologies has become a significant challenge to the long term sustainability of our operations.

The impact of this situation is exacerbated by a number of factors. One such factor is the fluid nature of the regulatory process governing elections both at the state and federal levels. Currently, the Microcomputer Tally System is only conditionally certified by the State of California and has not been certified under the federal certification process. Additionally, changes in voter trends press the need for a new voting system. The migration of a significant number of voters to vote by mail and changes in state and federal laws regarding accessibility and language services have stretched the limits of the voting systems, which when designed did not contemplate the varied forms of voting and voter interface that are expected in today's electoral environment. Further, the current system lacks the flexibility to meet voter preferences, as it does not offer voters an intuitive and user-friendly interface that retains confidence that votes are being cast and counted in a secure and efficient manner.

In addition, recent legislative changes to the electoral process further jeopardize the operability of the system. Without technical changes made to the voter approved "Top-

VSAP Incremental Plan January 27, 2011 Page 3 of 7

Two" Primary Election process, as outlined in enabling legislation SB 6, the County's voting system could be rendered obsolete as soon as June 2012.

The current state of our voting system, as described above, makes implementing a new voting system critical and warrants recognition as a priority for Los Angeles County.

Incremental Project Plan

Phase I: Public Opinion Baseline Research (Sept. 2009 – Jul. 2010)

The first phase of the project sought to compile an array of baseline data from multiple stakeholders that included voters, advocates, key community organizations representing traditionally underserved voter constituencies, and elections staff. This data was collected through a variety of research and engagement activities; a countywide voter survey, voter focus groups, a pollworker survey, focus groups with local election officials, and internal focus groups with Departmental staff. The goal for this phase of the project was to establish initial baseline information regarding opinions and expectations of voters and key stakeholders when it comes to our current and future voting needs. This information included specific opinions about "likes" and "dislikes" of other common voting systems, as well as values and expectations surrounding core characteristics like accessibility, accuracy, security, and public confidence.

The research activities were made possible through a partnership with the Voting Technology Project (VTP) at the California Institute of Technology and the Massachusetts Institute of Technology who received funding from the James Irvine Foundation in support of the project. The findings of this first phase of the project were summarized in a report to your Board submitted July 9, 2010 and accepted and filed on September 7, 2010.²

In addition to our formal report, the Department has continued to solicit stakeholder input on the project and research findings through a series of discussion meetings. Meetings have been held with community organizations and advocates working with language minority groups, voters with disabilities, and election integrity advocates. Additional discussion meetings are planned with other stakeholders representing African American voters and general civic participation organizations.

The successful implementation of this preliminary phase of the Voting Systems Assessment Project has provided the project a solid first step. The data compiled in **Phase I** of the project will play a critical role as baseline information that will help inform the development of general principles and user requirements to guide the

² See "Voting Systems Assessment Project Report." Submitted to the Board of Supervisors July 9, 2010. http://www.lavote.net/Voter/VSAP/Default.cfm?Section=DOCUMENTS

development/acquisition of new voting systems for Los Angeles County and help facilitate the evaluation of the system implemented.

Phase II: Process Assessment and VSAP Advisory Committee (Jan. 2011 – Jun. 2011)

This second phase of the project will seek to begin to define the fundamental direction of the process and to establish a more formal stakeholder input body for the duration of the project and subsequent systems implementation. Beyond the needs of current and future users of the voting system it is imperative that we assess and identify the most effective and efficient process through which a new voting system will be acquired, developed, and implemented. These assessments will help to further define the best process for the project to successfully meet its goal of implementing a more accessible, accurate, and secure voting system.

Key goals for **Phase II** of the project include:

1. Establish VSAP Advisory Committee

Establish a stakeholder advisory committee to work with the RR/CC to provide input and guidance into the establishment of principles and user requirements as well as the overall development of the Department's voting system acquisition/development strategy. The thirteen member advisory committee will be comprised of individuals representing critical constituency groups and communities of interest.³ The committee will be active throughout the life of the project. The VSAP Advisory Committee is critical to ensuring ongoing citizen input and transparency.

2. Acquisition/Development Model Assessment

The RR/CC will assess various models for the acquisition/development of a modernized voting system. Among the acquisition models to be assessed are commercial-of-the-shelf acquisition/development, in-house development, and public/private partnerships

Retired Public Administrator (1)
Voters with Disabilities Advocates (1)
Voting Integrity Groups (2)
Voting Rights Advocates (3)
City Clerks (2)
Academia (2)
Political Parties (2)

Members will remain on the committee throughout the life of the Committee, which will be active throughout the duration of the VSAP.

³ The thirteen member committee will be led by a chair and vice-chair and will be comprised of individuals representing critical constituency groups and communities of interest as follows:

that can explore more creative models that include a combination of not only private entities but also public and/or non-profit institutions such as universities and philanthropic foundations.

During the assessment, the Department will consult with and solicit input from the Chief Executive Officer (CEO), Chief Information Officer (CIO), Internal Services Department (ISD), and County Counsel. The goal of the assessment is to identify the model that achieves the greatest degree of cost effectiveness, flexibility, and transparency.

3. Evaluation of Existing Voting Systems Models

Further research is needed to better evaluate whether common voting system models in place in other jurisdictions align with voter needs and expectations as well as the capacity and scale requirements of a jurisdiction like Los Angeles County. Common voting system models will include hand-counted paper ballots, hand-marked optical scan ballots, direct recording electronic ballots, and ballot-marking devices. Tabulation models (central count v. precinct-based count) will also be evaluated as part of the voting system models. The goal of this evaluation is to simply identify the advantages and challenges/strengths and weaknesses of each model.

4. Assessment of the Current Regulatory Environment

Any new voting system intended for use in California must be certified both by the federal Election Assistance Commission and the California Secretary of State. In this phase, the Department will also assess the current regulatory environment and certification process to determine its potential impact on the timing of voting systems implementation. Given the unique nature of Los Angeles County as a jurisdiction and the emerging need for replacement and modernization of our voting systems, it is expected that legislation and regulatory amendments will be necessary to facilitate the recommended outcome of the VSAP. This phase will identify those needs, propose a strategy for seeking passage of the needed changes and incorporate the regulatory elements into the overall project time line.

5. Funding Analysis

An analysis of dedicated and potential funding for voting systems acquisition/development and implementation is imperative to defining the resources available to the County. The Department has identified at least two dedicated sources of funding at this time. The first source being federal funding from the Help America Vote Act (HAVA) Sec. 301; the second, state funding made available through Prop. 41. The analysis will assess the status and levels of this funding as well as identify any other potential sources of funding that may be available.

Phase III: Acquisition, Development, and Award Process (Jul. 2011 – Dec. 2012)

Once the direction of the project has been defined, including guiding principles, user and technical requirements for the voting system desired, as well as the desired acquisition/development strategy, the third phase will identify the appropriate and desired process to solicit, evaluate, and select the appropriate partners/contractors for the development phase of the project.

We expect that in order to accommodate an innovative development process the Department will need to explore nontraditional solicitation processes. To ensure the identification of the best process possible the Department will consult and work collaboratively with the CEO, CIO, ISD, and County Counsel.

Phase IV: Development and Certification (Jan. 2013 – Dec. 2014)

Actively monitor the development of the new voting system acquired by the County. At this time it is very likely that the County will need to have a custom voting system developed. This includes accessible voting devices, vote by mail system, and a tabulation system. California requires that any voting system used in the state be certified both by the federal Election Assistance Commission and the California Secretary of State. Navigating the process and ultimately obtaining federal and state certification will be an area of particular focus for the project.

Phase V: Voting Systems Delivery and Implementation (Jan. 2015 – Nov. 2015)

The Department will develop detailed implementation plans that address voter education, poll worker training, and voting system deployment. Specifically, the Department will work with the VSAP Advisory Committee and the Department's Community Voter Outreach Committee (CVOC) to develop a comprehensive and aggressive voter outreach and education plan. The plan will employ grassroots and media strategies to ensure maximum reach and saturation of information. It will pay particular attention to traditionally underserved voter populations.

Conclusion

The Department recommends that voting systems modernization be adopted as a top priority for the County. The viability and reliability of our current voting system is quickly diminishing as the demands, complexity, and frequency of elections increases. It is imperative that we dedicate the appropriate resources to this project. Current projections estimate implementation of new voting systems by 2015. Note, however, that legislative changes such as the "Top-Two" Primary system may jeopardize that

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timeline and require the County to identify alternative solutions. In the past the County has opted for a number of interim solutions to keep up with legislative and regulatory changes. In our assessment of the current voting system we can no longer sustain such solutions without affecting the integrity, accuracy, and security of elections. The incremental plan presented to your Board in this report envisions the implementation of a completely new voting system infrastructure.

Please note that this plan may be subject to change and that new phases may be necessary to ensure the process is comprehensive and of strong integrity. The Department will continue to update your Board on the status of the project on a quarterly basis. We look forward to working with you to provide an accessible, accurate, and secure voting process for the Los Angeles County voters of today and tomorrow.



Registrar-Recorder/County Clerk

March 18, 2011

TO: Supervisor Michael D. Antonovich, Mayor

Supervisor Gloria Molina

Supervisor Mark Ridley-Thomas Supervisor Zev Yaroslavsky Supervisor Don Knabe

William T Fujioka, Chief Executive Officer

FROM: Dean C. Logan, Registrar-Recorder/County Clerk

VSAP Quarterly Report- 1st Quarter 2011

Deanc. Logan

The following is the first quarterly update report of 2011. These reports are provided to inform your Board and the public on the progress of the Voting Systems Assessment Project (VSAP). This series of quarterly reports is in response to the motion adopted by your Board on September 7, 2010.

During this reporting period, the VSAP launched its second phase of the project. In this phase the project will continue to gather data, engage the community, and build partnerships with the ultimate goal of implementing a voting system that meets the needs of current and future Los Angeles County voters. In this first quarter, and Phase II launch, the project's activities have revolved around three major areas:

- Establishing the VSAP Advisory Committee
- o Building and Strengthening Partnerships
- Meetings/Presentations

Advisory Committee

In an effort to ensure continued citizen participation and transparency through the remainder of the VSAP, the Registrar-Recorder/County Clerk (RR/CC) established the Voting Systems Assessment Project Advisory Committee. The purpose of the Committee is to help analyze and comment on the project's initial research findings and to provide the RR/CC input and guidance for the establishment of principles and general requirements of a voting system; and for the development or acquisition models the County intends to employ.

VSAP Quarterly Report March 18, 2011 Page 2

The RR/CC has invited a group of community leaders, subject matter experts, and stakeholders to serve on this Committee. These individuals represent critical constituency groups and communities of interest, including voters with disabilities, language minority groups and ethnic minorities. Also represented are critical stakeholders such as election officials, political parties, and academic institutions/organizations.

The Committee is schedule to hold its initial meeting at the RR/CC headquarters on March 31st. Formal invitations have been extended to possible members. Upon confirmation of their participation, the Department will publish a list of the Committee members online at www.lavote.net/voter/vsap

Partnerships

The Department recognizes the importance of establishing key partnerships and collaborating with members of the community as we develop our plans and requirements for the acquisition/development of a new voting system. As such, the County continues to collaborate with research institutions, academia, and other organizations to ensure a diversity of ideas and expert input help to inform the project. During this quarter, the VSAP has in particular, worked with Cal Tech and MIT's Voting Technology Project (VTP) and with graduate students at the UCLA Luskin School of Public Affairs.

CalTech/MIT Voting Technology Project

The VSAP is currently evaluating and reframing its partnership with the CalTech/MIT VTP. The VSAP and VTP successfully collaborated during the initial phase of the VSAP in conducting research activities that provided important baseline data on voter and stakeholder attitudes and opinions when it comes to voting systems and the electoral process in general. This data will continue to inform the VSAP as it moves forward.

The success of the collaboration during the initial phase of VSAP resulted in an invitation from the James Irvine Foundation for VSAP and VTP to apply for additional funding to continue the effort. As such, future research collaborations are being assessed. As these plans further develop, public opinion and academic research will be critical.

UCLA Research Team

The VSAP is also collaborating with a research team of graduate students from the UCLA Luskin School of Public Affairs. The team is conducting research on the voting systems testing and certification process and its impact on Los Angeles County's goal to implement a new voting system. The UCLA research team will provide a report to the

VSAP Quarterly Report March 18, 2011 Page 3

Department highlighting their findings and recommendations for the VSAP to consider in navigating the testing and certification of the new system and/or acquisition model employed.

Meetings/Presentations

On February 24, 2011, the Department provided testimony to the California Voting Modernization Board. The testimony provided an overview of the challenges facing the County and the current efforts to modernize its voting system to continue to provide fair, accessible and transparent elections to current and future voters of the County. The purpose of this testimony was not only to inform the Voting Modernization Board of the County's efforts to modernize its voting system, but also to urge the Board to continue its work during this critical time for California elections and to ask that the Board preserve the dedicated Prop 41 funding for Los Angeles County to complete its voting system modernization efforts.

More information regarding the Voting System Assessment Project (VSAP) is available to the public online at www.lavote.net/voter/vsap and on the project's Facebook page. The pages on our website and on Facebook are frequently updated with news and information and are a great way to stay connected with the progress of the project between quarterly reports. We strongly encourage public input throughout the process and look forward to continuing to work with your board on this critical project. If you have any questions please contact Monica Flores, VSAP Project Assistant at (562) 462-2991 or via email at mflores@rrcc.lacounty.gov.

ATTACHMENT

Los Angeles County REGISTRAR-RECORDER/COUNTY CLERK

Dean C. Logan Registrar-Recorder/County Clerk

Testimony to Voting Modernization Board February 24, 2011 Meeting

By Dean C. Logan

Good morning Vice Chair Kaufman and Members of the Voting Modernization Board.

My name is Dean Logan, Registrar-Recorder/County Clerk for the County of Los

Angeles. I am pleased to have the opportunity to address the Board today.

I come before you this morning to make you aware of Los Angeles County's current efforts to modernize its voting systems, which serve nearly 4.5 million registered voters; and the challenges we face in this endeavor. Drawing on the experiences of our current efforts and my observations of the current elections environment nationally and in the State of California, I am also here to urge this body to consider the relevance and need for this Board to continue and potentially expand it's work during what is a critical time for California elections.

Los Angeles County is the nation's largest and most diverse election jurisdiction, with an electorate comprised of multiple races/ethnicities, national origin groups, age groups, and socio-economic backgrounds. As an elections jurisdiction we provide election services in six languages other than English and have more than 500 political districts (from federal and state to municipal and special districts) One of the core principles of our mission is to provide election services in a fair, accessible and transparent manner. Our ability to meet that core principle is becoming more difficult.

In response to these needs the County is currently engaged in efforts to modernize its voting systems to provide fair, accessible and transparent elections to the voters of today and those of tomorrow. [As part of this testimony, in advance of this meeting, I submitted to your board a recent plan submitted to the Los Angeles County Board of Supervisors, outlining the Department's strategy for implementing a new voting system by 2015. I will be more than happy to respond to any questions regarding the plan.]

As I'm sure you appreciate this task is not easy; especially for a jurisdiction as complex as Los Angeles County. There are a number of variables that contribute to this:

1) Size and Complexity - Currently, the County has not identified any certified voting system that would fully meet our needs. The size and diversity of Los Angeles County make it almost impossible to reasonably consider a Commercial Off-the-Shelf (COTS) voting system solution. Any solution will entail a significant development or customization process. It is very likely that a solution for a jurisdiction as large and complex as Los Angeles may involve the development of new systems and technologies.

- 2) Voter Confidence We are committed to ensuring that new voting systems in Los Angeles County address voter's needs. More importantly, that voters are confident that their needs and priorities were taken into account in the process. As such, the County developed the Voting Systems Assessment Project (VSAP). The VSAP is an unprecedented election practice premised on a collaborative approach that ensures greater citizen input through partnerships within the academic community, public interest organizations, and policy makers, in the pursuit of establishing a more participatory model for procuring voting systems. [Further documentation on the VSAP project has been submitted for the record]
- 3) Stagnant Voting Systems Market Development and certification of new voting systems has been at a near stand-still in recent years; a dynamic impacted by economic conditions and by the lack of clarity and consistency in the adoption and application of regulatory requirements for voting systems testing and certification at the federal and state levels. Federally, only six voting systems have been certified since the Election Assistance Commission was created. In California, there are no pending applications for certification and a number of systems are operating under "quasi" conditional certification. The industry itself is doing little to expand as a market and provide greater supply. Voting System

companies are not making significant investments in research and development for new systems. Where such efforts are being made, the timeframes for seeking testing and approval has become both time and cost prohibitive. These concerns are further exacerbated by legislative proposals currently before Congress to dissolve the United States Elections Assistance Commission (EAC).

These factors present serious challenges not only for Los Angeles County but for other counties across this state and throughout the country. Without a robust voting systems market and an effective regulatory process, efforts to maintain the integrity of our democracy by providing accurate, accessible, and transparent election will be severely limited.

Current social and demographic trends that are defining how we act, interact, and communicate suggest the need for a serious re-envisioning of democracy in the 21st Century. This may mean significant changes to how we conduct elections. Election Officials will need the tools (in voting systems) to be able to accommodate these changes.

With the passage of the Voting Modernization Bond Act of 2002, the voters of California declared their clear intent to ensure that California continue to be a beacon of democracy by modernizing its voting systems to provide every opportunity for all of its citizens to be able to cast their vote and have it counted securely and accurately. As a body entrusted by the voters of California to see the update of voting systems through,

the work and oversight of this Board remains important. Los Angeles County as other counties in this state still need the assistance of this board, the Secretary of State, and the Legislature to ensure that voting systems in the state can serve the voters of today and tomorrow with integrity and that the funding allocated under Proposition 41 is preserved and protected until modernized systems that can meet that challenge are identified and/or developed.

As this Board discusses the future of this body I ask you to consider the current state of the voting systems environment and the future of elections. The relevance and importance of this Board has never been greater.

Thank you for your attention. If you have any questions I will be more than happy to address them or to provide you a future written response.



Registrar-Recorder/County Clerk

June 8, 2011

TO: Supervisor Michael D. Antonovich, Mayor

Supervisor Gloria Molina

Supervisor Mark Ridley-Thomas Supervisor Zev Yaroslavsky Supervisor Don Knabe

William T Fujioka, Chief Executive Officer

FROM: Dean C. Logan, Registrar-Recorder/County Clerk

Deanc. Logan

VSAP Quarterly Report- 2nd Quarter 2011

The following is the second quarterly update report of 2011. These reports are provided to inform your Board and the public on the progress of the Voting Systems Assessment Project (VSAP). This series of quarterly reports is in response to the motion adopted by your Board on September 7, 2010.

During this reporting period, the VSAP continued to work towards the goals of the second phase of the project, which are to continue to gather data, engage the community, and build partnerships with the ultimate goal of implementing a voting system that meets the needs of current and future Los Angeles County voters. During this period, the project's activities have revolved around three major areas:

- Establishing the VSAP Advisory Committee
- Building and Strengthening Partnerships
- Meetings/Presentations

Advisory Committee

In an effort to ensure continued citizen participation and transparency through the remainder of the VSAP, the Registrar-Recorder/County Clerk (RR/CC) established the Voting Systems Assessment Project Advisory Committee. The purpose of the Committee is to help analyze and comment on the project's initial research findings and to provide the RR/CC input and guidance for the establishment of principles and general requirements of a voting system; and for the development or acquisition models the County intends to employ.

The RR/CC invited a group of community leaders, subject matter experts, and stakeholders to serve on this Committee. These individuals represent critical constituency groups and communities of interest, including voters with disabilities, language minority groups and ethnic minorities. Also represented are critical stakeholders such as election officials, political parties, and academic institutions/organizations.

At my request, Virginia Mosqueda is serving as Chair of the VSAP Advisory Committee. Ms. Mosqueda is the Director of Civic Engagement for the California Community Foundation, which promotes collaboration and advocacy across the nonprofit, public and private sectors to address community problems. Attached is a full list of Committee members.

The Committee held its initial meeting at the RR/CC headquarters on March 31st. During this meeting members were provided with an overview of Los Angeles County's election operations and its needs, and the Voting Systems Assessment Project. Members discussed Committee goals, including their first deliverable, which is to brainstorm with the RR/CC to draft guiding principles for Los Angeles County's new voting system.

The VSAP Advisory Committee held two additional meetings, on April 28th and May 26th, in which they began to draft and define guiding principles for a new voting system. VSAP Advisory Committee meetings are streamed live, as well as video archived on: http://www.livestream.com/larrcc6.

Currently, the Committee, in collaboration with the Department, is drafting a set of guiding principles to help inform the development acquisition of a voting system. Draft principles are scheduled to be completed in July of 2011.

Partnerships

The Department continues to build and strengthen partnerships as we develop our plans and requirements for the acquisition/development of a new voting system. The County continues to collaborate with research institutions, academia, and other organizations to ensure a diversity of ideas and expert input to inform the project. During this quarter, the VSAP has continued to work with Cal Tech and MIT's Voting Technology Project (VTP) and with graduate students at the UCLA Luskin School of Public Affairs.

CalTech/MIT Voting Technology Project

The VSAP is currently reframing its partnership with the VTP. The VSAP and VTP successfully collaborated during the initial phase of the VSAP in conducting research activities that provided important baseline data on voter and stakeholder attitudes and opinions when it comes to voting systems and the electoral process in general.

The success of the collaboration during the initial phase of VSAP resulted in an invitation from the James Irvine Foundation for VTP to apply for additional funding to continue it collaboration with the VSAP. As such, future collaborations are being assessed as VTP is in the process of preparing a grant application to the James Irvine Foundation.

UCLA Research Team

The VSAP is also collaborating with a research team of graduate students from the UCLA Luskin School of Public Affairs. The team conducted research on the voting systems testing and certification process and its impact on Los Angeles County's goal to implement a new voting system. The UCLA research team is finalizing a report to the Department highlighting their findings and recommendations for the VSAP to consider in navigating the testing and certification of the new system and/or acquisition model employed.

Meetings/Presentations

The Department continues to meet with stakeholders with the purpose of informing them of the VSAP and to continue to keep them engaged in the process. During this period, the Department provided updates and presentations to, and gathered feedback from, the Voting Accessibility Advisory Committee, the Community Voter Outreach Committee, and Department staff.

More information regarding the Voting System Assessment Project (VSAP) is available to the public online at www.lavote.net/voter/vsap and on the project's Facebook page. The pages on our website and on Facebook are frequently updated with news and information and are a great way to stay connected with the progress of the project between quarterly reports. We strongly encourage public input throughout the process and look forward to continuing to work with your board on this critical project. If you have any questions please contact Monica Flores, VSAP Project Assistant at (562) 462-2991 or via email at mflores@rrcc.lacounty.gov.

VSAP Advisory Committee

Members

Chair: **Virginia Mosqueda**, Director of Civic Engagement, California Community Foundation

Judy Alter (alternate), Director, Protect California Ballots/Member, Progressive Democrats of America

Evan Bacalao, Senior Director of Engagement, National Association of Latino Elected and Appointed Officials

Eric Bauman, Chair, Los Angeles County Democratic Party

Darlene Bonds, Retired Public Administrator, County of Los Angeles

Theresa Devoy (alternate), City Clerk, City of Norwalk

Kathay Feng, Executive Director, Common Cause

Carolyn Fowler, Co-Chair, Election Protection Board

Maria de La Luz Garcia (alternate), Senior Project Coordinator, City of Los Angeles

Rosalind Gold (alternate), Senior Director of Policy, Research and Advocacy, National Association of Latino Elected and Appointed Officials

Ron Hasson, President, Beverly Hills/Hollywood NAACP

Richard Hunter, Legal Committee, Republican Party of Los Angeles County

Mimi Kennedy, Board Chair, Progressive Democrats of America

Juana Laur, Southern Division Chair, City Clerks Association of California

Clark Lee (alternate), Political Director, Los Angeles County Democratic Party

Eugene Lee, Director of Voting Rights, Asian Pacific American Legal Center

Justin Levitt, Associate Professor, Loyola Law School

Nancy Mahr, President, League of Women Voters of Los Angeles County

Margo Reeg (alternate), 1st Vice-President for Voter Services, League of Women Voters of Los Angeles County

Hillary Sklar, Attorney, Disability Rights California

Arleen Taylor, Election Chief, City of Los Angeles

Jaclyn Tilley Hill, Chair Emeritus, Quality and Productivity Commission, LA County

Ruth Wong (alternate), Executive Director, Quality and Productivity Commission

Bryce Yokomizo, Adjunct Faculty, School of Public Administration, California State University, Northridge



Registrar-Recorder/County Clerk

September 7, 2011

TO: Supervisor Michael D. Antonovich, Mayor

Supervisor Gloria Molina

Supervisor Mark Ridley-Thomas Supervisor Zev Yaroslavsky Supervisor Don Knabe

William T Fujioka, Chief Executive Officer

FROM: Dean C. Logan, Registrar-Recorder/County Clerk

Deanc. Logan

VSAP Quarterly Report- 3rd Quarter 2011

The following is the third quarterly update report of 2011. These reports are provided to inform your Board and the public on the progress of the Voting Systems Assessment Project (VSAP). This series of quarterly reports is in response to the motion adopted by your Board on September 7, 2010.

During this reporting period, the VSAP continued to work towards the goals of the second phase of the project, which are to gather and analyze additional data, engage the community, and build partnerships with the ultimate goal of implementing a voting system that meets the needs of current and future Los Angeles County voters. During this period, the project's activities have revolved around two major areas:

- Voting System Principles
- Research

Voting System Principles

To ensure that a new voting system for Los Angeles County meets the diverse needs of current and future Los Angeles County voters, the department worked closely with the VSAP Advisory Committee to establish a set of general principles to help guide the acquisition or development and implementation of the new system (Attachment 1). The

specific goal of these principles is to articulate the importance of: voter access to and interface with the voting system; voting system security and audit ability; and the operational requirements for transporting, setting up, and operating the voting system.

The voting system principles were developed over a series of four meetings. Through group exercises and discussions among the VSAP Advisory Committee and with RR/CC staff, a set of fourteen principles were developed. They were adopted by consensus on August 24, 2011. These principles will guide the acquisition and development of a new voting system for the County as structural requirements for a new system are developed. In these principles, Committee members established and communicated a set of core values that will help the County establish a voting system that promotes fairness, accessibility and transparency.

VSAP Advisory Committee meetings are streamed live, as well as video archived on: http://www.livestream.com/larrcc6.

Research

In order to begin to shape the next steps for the VSAP, the RR/CC formed an internal team composed of key staff members representing various divisions within the department. This internal project team has begun to research some key issues affecting voting systems acquisition and development. The issues the internal team has started researching are:

- 1. Acquisition/Development Models
- 2. Funding
- 3. Regulatory Environment/Certification Process
- 4. Existing and Emerging Voting Systems

The internal project team gathered information by collaborating with partners, interviewing issue experts, and reviewing documents of previous County acquisitions. The findings of the acquisition/development model assessment and dedicated funding analysis were presented at the VSAP Advisory Committee meeting on August 24, 2011 (Attachment 2). Findings of the other assessments will be presented next quarter.

1. Acquisition/Development Models

The internal team assessed five acquisition/development models that the County may use to attain a new voting system. These models are 1) commercial off-the-shelf acquisition, 2) in house development, 3) public/private partnership, 4) public/academic institution or non-profit partnership and 5) joint-ownership (public/public development.) As a part of this assessment, the internal team explored instances in which the County has employed each one of these models and drew some key considerations for assessing the model best suited for the acquisition or development of a new county voting system consistent with the principles adopted by the VSAP Advisory Committee.

2. Funding

The internal team found that there are two dedicated sources of funding for acquiring voting systems. These sources are funding allocated to the County by the Help America Vote Act (HAVA) and the Voting Modernization Bond Act of 2002. The team's analysis included an assessment of the funds available and the process available to access them. Additional research will be conducted to further clarify the use of these funds for research and development.

3. Regulatory Environment/Certification Process

The department collaborated with a research team of graduate students from UCLA Luskin School of Public Affairs to conduct research on regulations governing voting systems testing and certification process and its impact on Los Angeles County's goal to implement a new voting system. The UCLA research team presented their findings to the department in a report which the department will analyze and present for discussion at the next quarterly meeting of the VSAP Advisory Committee.

4. Existing and Emerging Voting Systems Models

The voting systems analysis is currently being conducted and findings will be presented next quarter.

Stay Connected

More information regarding the Voting System Assessment Project (VSAP) is available to the public online at www.lavote.net/voter/vsap and on the project's Facebook page. The pages on our website and on Facebook are frequently updated with news and information and are a great way to stay connected with the progress of the project between quarterly reports. We strongly encourage public input throughout the process and look forward to continuing to work with your board on this critical project. If you have any questions please contact Monica Flores, VSAP Project Assistant at (562) 462-2991 or via email at mflores@rrcc.lacounty.gov.

Attachments

General Voting System Principles Los Angeles County

Adopted on August 24, 2011

- 1. The voting system must provide for transparency. The processes and transactions associated with how the system is set up, run, and stored should be easy for the public to understand and verify. This should include making hardware components available for inspection, and source code to the extent that the manner of doing so would jeopardize system security or availability.
- 2. The voting system must be scalable. The system must provide sufficient technical and physical capacity to accommodate large and complex ballot styles, growing language needs, extremely large numbers of precincts and consolidation of elections with local districts and municipalities.
- 3. The voting system must be flexible. It must provide the ability to adapt to different election types, environments, and changing regulatory requirements, without the need to replace the entire system or to undertake costly system modifications that potentially compromise security.
- 4. The voting system must instill public trust by having the ability to produce a physical and tangible record of a voter's ballot to verify the ballot was marked as intended before it is cast and to ensure auditability of the system. It must demonstrate to voters, candidates, and the general public that all votes are counted as cast.
- 5. The voting system must have integrity and be accountable to voters and follow existing regulations. System features must protect against fraud and tampering. It should also be easy to audit and produce useful, accessible data to verify vote counts and monitor system performance.
- 6. The voting system must offer a variety of options to cast a vote to ensure that a single/fixed method of voting does not prove to be a barrier and source of disenfranchisement for any group of voters. The system should allow for variety in the location, time, and equipment used to cast a ballot.
- 7. The voting system must guarantee a private and independent voting experience for all voters, including voters with a full range of types of disabilities and voters with limited English proficiency. Voting system features must allow the voter to select the language, adjust display features, alternate ballot formats (e.g. Audio Ballot), and method of controlling the marking tool, allowing voters to cast a ballot independently.

- 8. The voting system must be easy for all voters to use, in particular, for voters with a full range of types of disabilities and voters with limited English proficiency. The system must support plain language and be intuitive, user-friendly, and accessible to all, in order to minimize and easily identify voter errors. It should also provide all voters the ability to easily correct any errors that appear on their ballot prior to casting their ballot.
- 9. The voting system should be easy and reliable for election workers to use, setup, breakdown, and explain.
- 10. The voting system must be portable. It should be lightweight and compact enough for transportation, set up, and efficient storage. A portable system could include features such as hand grips, handles, straps, and wheels that make transporting and maneuvering the voting system easy.
- 11. The voting system must include features for safe and secure storage. It should include features such as locks and security seals to protect the integrity of the machine while in the custody of election workers or in storage with election officials.
- 12. The voting system must have minimal and/or flexible power and connectivity requirements. It should not require such an extensive amount of power and connectivity that it limits locations where the voting system can be deployed.
- 13. The voting system must have minimal requirements for system boot/programming at polling sites and/or vote centers. It must also provide intuitive and quick fix troubleshooting solutions to empower election workers on Election Day. It should be easy to set up for operation by election workers at polling sites and/or vote centers.
- 14. The voting system must be cost-effective. Costs considered should include procurement, operating, and maintenance costs as well as consideration of expected system/equipment lifespan.



DEAN C. LOGAN

Los Angeles County Registrar-Recorder/County Clerk 12400 Imperial Highway Norwalk, CA 90650

Acquiring a New Voting System: Staff Assessment of Acquisition/Development Models

Voting Systems Assessment Project



Overview

Acquisition/Development Models

- Commercial Off-The-Shelf Acquisition
- In-House Development
- Public/Private Partnership
- Public/Academic Institution or Non-Profit Partnership
- Joint Ownership (Public/Public)

Contract Development

- RFP
- Selection and Negotiation
- Board Approval
- Timeline

Considerations

Dedicated Funding

- Proposition 41
- Help America Vote Act (HAVA)



Acquisition/Development Models

The RR/CC is assessing various models for the acquisition/development of a modernized voting system. Models being assessed are:

- Commercial Off-The-Shelf
- In-House Development
- Public/Private Partnership
- Public/Academic Institution or Non-Profit Partnership
- Joint Ownership (Public/Public)



Acquisition/Development Models

Commercial Off-The-Shelf

- Developed by vendor
- No customization or substantive modifications
- Hardware/software traditionally propriety to vendor

In-House Development

- Developed by departmental staff
- Vendor involvement limited to hardware acquisition
- Hardware/software propriety to County
- County seeks federal and state approval independently



Acquisition/Development Models

Public/Private Partnership

- Developed by departmental staff and outside vendor
- Hardware/software propriety to the County
- County seeks federal and state approval independently

Public/Academic Institution or Non-Profit Partnership

- Developed by departmental staff
- Vendor involvement limited to hardware acquisition
- Hardware/software propriety to County or may be public domain
- County seeks federal and state approval independently

Joint Ownership (Public/Public)

- County partners with other public entities (such as another county) to develop or procure a system using pooled resources
- Co-owners share the cost of acquiring and maintaining the system, including upgrades or enhancements



Commercial Off-The-Shelf Acquisitions in LA County

- Precinct Ballot Reader (PBR) and Audio Ballot Booth (ABB) Acquisition
 - Hardware/software purchase of HAVA-compliant components
 - Vendor responsible for Federal and State approval
 - Proprietary software
 - Dedicated counsel and technical consultants
- Electronic Countywide Accounting and Purchasing System (eCAPS)
 - Software license requiring extensive customization
 - Modifications exclusive to LA County at additional expense



In-House Development in LA County

- Joint Enterprise Development Interface (JEDI)
 - Software
 - No vendor solution due to LA County recording volumes
 - Cost restrictions for vendor solutions
 - Outlining deliverables/specifications
 - Dedicated technical staffing
 - County determines enhancement roll-outs



In-House Development in LA County

- Countywide Address Management System (CAMS)
 - Software
 - Multi-departmental project to develop a geographic information system for maintaining street addresses in a central and standardized shared data repository
 - Improved inter-departmental work flow and data quality control, greater agency participation, data sharing and standardization
 - Data updated at the local level—over time will product the authoritative source of LA County street centerline and addressing information
 - Improved data sharing and standardization reduced redundant data storage and maintenance activities resulting in significant cost savings to the County
 - No vendor licensed data or software, thus no limiting of ability to share software functionality and data with cities and agencies partnering with County



Public/Private Partnership in LA County

- Treasurer and Tax Collector- Public Administrator
 - Software
 - Vendor and County did not reach agreement after negotiation process
- Department of Public Social Services Los Angeles Eligibility, Automated Determination, Evaluation and Reporting (LEADER System)
 - Proprietary Software
 - Lengthy solicitation process (6 years) including multiple addendums issued, proposal evaluations, contractor protests and funding issues
 - Collaboration with California Health and Human Services, Federal Health and Human Services and the US Department of Agriculture
 - Dedicated planning and monitoring consultants



Public/Academic Institution or Non-Profit Partnership in LA County

- LA County and University of California (USC) Medical School Operating Agreement
 - USC provides hospital staff for \$120 million per year

Joint Ownership (Public/Public) in LA County

SECURE

- Partnership with Orange, Riverside, and San Diego counties in the acquisition of an Electronic Recording Delivery System with private contractor
- Owner counties own the software
- Changes and enhancements to system require approval from the Owner counties
- System allows the delivery of digitized documents for recording and return electronically
- Contractor developed software is limited and requires customization



Contract Development

Contract Model

- Request for Proposal (RFP):
 - Develop the Statement of Work (SOW)
 - Develop RFP and Sample Agreement
 - Approvals
 - Internal (Project Management and Executive staff)
 - External (County Counsel, CIO, Risk Management, etc.)

Releasing the RFP

- Upload to County website, publish in newspapers, email prospective proposers
- Bidders Conference
- Proposal submission
- Proposal evaluations

Contractor Selection and Negotiation

- Identify most responsive and responsible proposer
- Notify contractor of selection and begin negotiation



Contract Development

Final Reviews

- Reviews
 - Internal (Project Management and Executive staff)
 - External (County Counsel, CIO, Risk Management, etc.)
 - Selected contractor review and sign-off

Board Approval

- Operations Cluster
- Board filing, Agenda and approval

Kick-off

 Start-up meeting (contractor, operations and technical staff, management, executive staff and other interested parties)



Contract Development Timeline

- Solicitation Development (RFP, Statement of Work including technical and maintenance requirements, and Sample Agreement)
 - Eight (8) months
- Solicitation Review, Approvals, and Release of RFP
 - Three (3) months
- Proposal Development, Submission, and Evaluation (including contractor appeals and protests)
 - Four (4) months
- Contract Negotiations with selected contractor
 - Two (2) months
- Final Contract Review and Approvals (including Board approval)
 - Three (3) months



Considerations

- County proprietary hardware and software to reduce system limitations and costs
- Dedicated staff from other County Departments and outside vendors available to offer full-time assistance in their respective area of expertise
 - County Counsel
 - Project Managers (ITSMA Agreements, etc.)
- Subject matter expert counsel to lead contract negotiations and execution
- Use of RFP solicitation model to help outline party's ability to comply with County needs
- If the County decides to develop its own system, utilize a partnership model.



Dedicated Funding

Proposition 41 (Prop 41)

- Voting Modernization Bond Act of 2002 for updating voting systems managed by the Voting Modernization Board (VMB)
- VMB created by Prop 41 considers and approves applications for all purchases
- VMB allocated \$49.6 million to LA County
- Department currently has a balance of approximately \$49 million (3:1 match)
- Fund currently frozen



Dedicated Funding

Help America Vote Act Section 301 (HAVA 301)

- Signed by the President in 2002 to fund election system improvements
- SOS allocated \$49.6 million to LA County
- Department currently has a balance of approximately \$28.9 million
- Current contract expires 12/31/11; however, possible extension through December 2015
- Research and/or development not currently addressed (possible EAC advisory sought)



November 29, 2011

TO: Supervisor Michael D. Antonovich, Mayor

Supervisor Gloria Molina

Supervisor Mark Ridley-Thomas Supervisor Zev Yaroslavsky Supervisor Don Knabe

William T Fujioka, Chief Executive Officer

FROM: Dean C. Logan, Registrar-Recorder/County Clerk

Deanc. Logan

VSAP Quarterly Report- 4th Quarter 2011

The following is the fourth quarterly update report of 2011, detailing VSAP activities and accomplishments during the period of September 1- November 30, 2011. These reports are provided to inform your Board and the public on the progress of the Voting Systems Assessment Project (VSAP). This series of quarterly reports is in response to the motion adopted by your Board on September 7, 2010.

During the reporting period, the VSAP continued to work towards the goals of the second phase of the project. In this second phase, the project seeks to 1) identify the voting system model and technical requirements; 2) identify the procurement and development model that the Department will pursue. These overarching goals are to be accomplished by continuing to gather and analyze data, building partnerships, and continuing to find ways to engage the community throughout the process. The following report provides you an update on the project's progress and activities as they relate to:

- Research and Analysis
- **Advisory Committee Meetings**
- Planning Next Steps

About the VSAP

Launched in September 2009, the Voting Systems Assessment Project (VSAP) was developed by the Department in response to the growing voting system needs and challenges faced by the County. While the County's current voting system has served the voters of Los Angeles County with accuracy and integrity, the design of these

systems and the age of their technology do not offer the technical and functional elasticity necessary to continue to accommodate the growing and increasingly diverse electorate.

The size and diversity of Los Angeles County and the limited voting systems market, however, make it almost impossible to reasonably consider a commercial off-the-shelf voting system solution. Any voting system solution will entail a significant development or customization process in order to satisfy the County's needs, General Voting System Principles and technical requirements.

In response to these needs and challenges, the VSAP takes an unprecedented and comprehensive approach at modernizing the County's voting system. The vision of the project is to implement a voting system through a transparent process that takes into account the needs and expectations of current and future Los Angeles County voters. The VSAP aims at achieving three goals in this process: 1) give current and future Los Angeles County voters an unprecedented opportunity to participate in the assessment and development process; 2) increase voter confidence in the electoral process through the participatory structure of the project; 3) synthesize public input and research to acquire or develop a new voting system for the County.

Research and Analysis

Over the past quarter, the Department's Internal VSAP Project Team completed a series of assessments that sought to gather and analyze data on key issues affecting voting systems acquisition and development. The team looked at the following key issues:

- Acquisition/Development Models- the goal of this assessment was to identify the acquisition or development model that achieves the greatest degree of cost effectiveness, flexibility, and transparency.
- Funding- the goal of this analysis was to identify the status and levels of funding available for voting systems acquisition/development and implementation and to identify any other potential sources of funding.
- 3. Regulatory Environment/Certification Process- the goals of this assessment were to map out the approval and certification process, identify changes needed in the process, propose a strategy for seeking passage of the needed changes, and incorporate the regulatory elements into the overall project time line.
- 4. Voting Systems Market- the goal of this evaluation was to identify existing and emerging voting system models, as well as the advantages and challenges of implementing these models.

The internal assessments were meant to inform the department about possible challenges and options in each of the issue areas assessed. While these assessments do not purport to be a definitive policy analysis or risk assessment of each issue, the data gathered are extremely valuable in helping the Department formulate more informed decisions and in helping staff to formulate its recommendations.

As part of this process staff findings for each assessment were presented and discussed with the VSAP Advisory Committee. Their feedback helped to refine and further inform the findings and will shape the final recommendation from staff.¹

Advisory Committee Meetings

During the reporting period the VSAP Advisory Committee met twice. During the two meetings staff presented Assessment findings on the regulatory environment and certification process, as well as on the current voting system market.

September 28, 2011 Meeting

The first meeting took place at the RR/CC Headquarters in Norwalk, CA on September 28th. At this meeting, the VSAP Advisory Committee discussed one of the key issues identified by the Internal VSAP Project Team: the current regulatory environment and the challenges this environment may impose on the County as it navigates through the certification of a new voting system. The Committee was presented with the research findings of a policy analysis of the current regulatory environment and certification process. This assessment was the result of a collaboration between the Internal VSAP Project Team and a group of graduate students from the UCLA Luskin School of Public Affairs. In this partnership, the Internal VSAP Project Team worked in collaboration with the UCLA research team to explore and define the issue and the UCLA research team conducted the policy research and analysis of the issue.

November 4, 2011 Meeting

The second meeting was held on November 4th at the California Endowment in Los Angeles, CA. During this meeting, the VSAP Advisory Committee continued to discuss the regulatory environment and certification process and its effects on the voting system market. The Committee engaged in a discussion with a panel of experts and leaders on the regulation and administration of voting systems. The panel, included Joshua Franklin, Computer Engineer, US Election Assistance Commission; Lowell Finley, Chief Counsel, Secretary of State's Office; and John Sebes, Chief Technology Officer, Open Source Digital Voting Foundation. The panel was moderated by Pamela Smith, Executive Director, Verified Voting. The panel provided an overview of the current

¹ Presentations are available on the RR/CC website: http://lavote.net/voter/vsap/Comm_Meeting.cfm

regulatory structure, provided some insight on possible changes in the near future, and discussed the effects the current structure has on the voting systems market.²

<u>Findings</u>

The research and analysis of the four key issues: 1) acquisition/development models, 2) funding, 3) the regulatory environment and certification process, 4) voting systems market, uncovered the following key findings:

- Los Angeles County has experience with various types of acquisition models including commercial off-the-shelf acquisition, internal development, and developing in partnership with other entities.
- Los Angeles County has two sources of dedicated funding for a new voting system: Voting Modernization Bond Act funding and Help America Vote Act (Section 301) funding. However, if the County moves forward with a system development project that must be tested, certified, and approved for use in the state we will need to seek clarification on the use of this funding.
- The regulatory environment and certification process in California is unclear, undefined, and follows a dual certification process (systems must be federally tested and certified then independently tested and approved by the state).
- No voting system currently exists that fully satisfies all of Los Angeles County's General Voting System Principles.

As a result of these findings, the project has made two critical determinations concerning its current pursuit of a new voting system.

Determination 1: The County will have to pursue the development of a new system, as none exists that meets the unique needs of the County.

In 2009, the County of Los Angeles participated in an a Request for Proposals (RFP) issued by the City of Los Angeles in search of federally certified and state approved voting systems that met the needs of the City and County. The process found that none of the seven voting systems evaluated were suitable, according to the criteria set forth in the RFP. Since then, no new voting systems have been approved for use in the State of California. Furthermore, the Internal VSAP Project Team could not identify an existing voting system that fully satisfies all of the Voting System General Principles that were adopted by the VSAP Advisory Committee in August 2011. These two factors along with feedback from the VSAP Advisory Committee make a strong case for the

² VSAP Advisory Committee meetings can be viewed online at: www.livestream.com/larrcc6

Department to acquire a new voting system by engaging in a voting system development project.

Determination 2: Without changes to the regulatory environment it would be very difficult to meet our goal of implementing a new voting system by 2015.

Should the County pursue a development project or procure a voting system from a vendor that has just completed development, the new system would need to obtain federal certification and then be approved for use in the state by the Secretary of State. Our research has demonstrated that this process has been challenging with an unpredictable timely and exorbitant costs under the current regulatory environment. The policy research gathered by our Regulatory Environment/Certification Process assessment suggests that unless changes are made to streamline the existing voting system certification and approval process, Los Angeles County will most likely not have a new voting system by 2015, overextending the lifespan of the County's current aging system.

Planning Next Steps

The results of the VSAP have been extraordinary thus far. The project has built a strong foundation based on citizen input, research, and collaboration with key stakeholders. The Department feels that it has gathered sufficient information to begin to take some concrete steps towards a system design and a procurement and development strategy. Drawing on the values set forth in the General Voting System Principles, the findings from our assessments, as well as the feedback and guidance from the VSAP Advisory Committee, over the next reporting period the Department will:

1. Identify/Develop the optimal design for the new voting system.

As the Department begins the process of envisioning the ideal design for the County's new voting system, we continue to be committed to the VSAP core values of transparency and citizen participation. The Department is currently exploring possible strategies and partnerships that will align the voting system design process with these values, with the goal of having a detailed strategy for designing a voting system by January 2012 and a voting system design by June 2012.

2. Identify needed policy changes to the regulatory environment in order to facilitate an efficient and effective certification and approval process. In addition to addressing the question of what a voting system for the County will look like, the Department will also begin to create a multi-layer approach to navigating the regulatory environment. This strategy will address the certification and approval process as well as challenges with accessing dedicated funds for a new voting system. It may include many steps ranging from requesting clarification of existing policies to actually changing some of those policies and legislation.

3. Identify procurement and development vehicles that will best ensure a transparent and efficient process.

As the VSAP moves forward and remains committed to its values of transparency, citizen participation, and efficiency, the Department will seek to identify a procurement or development process that continues to engage the public, partners with subject matter experts, and utilizes sound data.

Stay Connected

More information regarding the Voting System Assessment Project (VSAP) is available to the public online at www.lavote.net/voter/vsap and on the project's Facebook page. The pages on our website and on Facebook are frequently updated with news and information and are a great way to stay connected with the progress of the project between quarterly reports. We strongly encourage public input throughout the process and look forward to continuing to work with your board on this critical project. If you have any questions please contact Monica Flores, VSAP Project Coordinator at (562) 345-8372 or via email at mflores@rrcc.lacounty.gov.



February 28, 2012

TO: Supervisor Zev Yaroslavsky, Chair

Supervisor Gloria Molina

Supervisor Mark Ridley-Thomas

Supervisor Don Knabe

Supervisor Michael D. Antonovich

William T Fujioka, Chief Executive Officer

FROM: Dean C. Logan, Registrar-Recorder/County Clerk

Deanc. Logan

VSAP Quarterly Report - 1st Quarter 2012

The following is the first quarterly update report for 2012, detailing VSAP activities and accomplishments during the period of November 30, 2011 - February 29, 2012. These reports are provided to inform your Board and the public on the progress of the Voting Systems Assessment Project (VSAP). This series of quarterly reports is also in response to the motion adopted by your Board on September 7, 2010.

During the reporting period, the Department continued to work towards the goals of the second phase of the project. In this second phase, the project seeks to 1) identify the voting system model and technical requirements; 2) identify the procurement and development model that the Department will recommend. These overarching goals will be accomplished by continuing to gather and analyze data, building partnerships, and continuing to find ways to engage the community throughout the process. The following report provides an update on the project's progress and activities as they relate to:

- Open Innovation Challenge
- Stakeholder Discussions
- Research and Analysis

About the VSAP

Launched in September 2009, the Voting Systems Assessment Project (VSAP) was developed by the Department in response to the growing voting system needs and challenges faced by the County. While the County's current voting system has served the voters of Los Angeles County with accuracy and integrity, the design of these

systems and the age of their technology do not offer the technical and functional elasticity necessary to continue to accommodate the growing and increasingly diverse electorate.

The size and diversity of Los Angeles County and the limited voting systems market, however, make it almost impossible to reasonably consider a commercial off-the-shelf voting system solution. Any voting system solution will entail a significant development or customization process in order to satisfy the County's needs, the General Voting System Principles adopted by the project advisory committee and technical requirements.

In response to these needs and challenges, the VSAP represents an unprecedented and comprehensive approach at modernizing the County's voting system. The vision of the project is to implement a voting system through a transparent process that takes into account the needs and expectations of current and future Los Angeles County voters. The VSAP aims at achieving three goals in this process: 1) give current and future Los Angeles County voters an unprecedented opportunity to participate in the assessment and development process; 2) increase voter confidence in the electoral process through the participatory structure of the project; and 3) synthesize public input and research to acquire or develop a new voting system for the County.

Open Innovation Challenge

In partnership with the Information Technology and Innovation Foundation (ITIF) Accessible Voting Technology Initiative, the RR/CC launched an online innovation challenge aimed at gathering ideas and concepts for making the voting experience more accessible. In this process, the RR/CC seeks to find new approaches to the County's aging voting system. This initiative aligns with the VSAP's values of implementing a new system for the County utilizing a collaborative, participatory, and transparent process. It also supports the vision of engaging the genius and talents of experts and innovators to help envision the design of the new system.

The challenge was launched on January 24 and runs through March 22, 2012. It is funded by a competitive grant from the U.S. Elections Assistance Commission and operates on OpenIDEO, the open innovation platform run by the design and innovation firm IDEO out of San Francisco. OpenIDEO's online community will submit inspirations and concepts around making the voting experience more accessible to everyone. The challenge seeks to answer the question, "How might we design an accessible election experience for everyone?"

The RR/CC does not expect the full detailed design of an end-to-end system as the outcome of this challenge. From this challenge, the Department expects to obtain themes, concepts, and ideas that can be refined and further developed. Once these

¹ http://www.openideo.com/open/voting/brief.html

concepts are refined and tailored to meet the needs of the County, the VSAP can move on to prototyping and the selection of a design.

The use of open innovation as a way to improve the voting experience is unique and groundbreaking in nature, not only in Los Angeles County, but also nationally. These types of online crowdsourcing challenges have been used by many corporations, government entities, and non-profit organizations as a way of gaining access to the skills and expertise that exist outside of their organizations, but that may be helpful for complex problem solving. Some organizations that have used this strategy to find solutions include: General Electric (GE), the National Aeronautics and Space Administration (NASA), NOKIA and Proctor and Gamble.

Stakeholder Discussions

The Department continues to meet with stakeholders with the intent of keeping them informed about the VSAP and maintaining their engagement in the process. During this period, the Department provided updates and presentations to, and facilitated discussions with, the Community Voter Outreach Committee, Department staff, Board of Supervisors' Deputies, the Chief Executive Office and the VSAP Advisory Committee. Presentations and discussions were held at the following meetings:

- 1. Community Voter Outreach Committee Meeting- January 18, 2012
- 2. RR/CC Staff Meeting- January 25, 2012
- 3. BOS Deputies/CEO Operations Cluster Meeting- January 26, 2012
- 4. VSAP Advisory Committee Meeting- January 27, 2012²
- 5. Voting Accessibility Advisory Committee Meeting- February 28, 2012

Research and Analysis

Over the past quarter, the Department's internal VSAP Project Team has continued to research and analyze key issues affecting voting system acquisition and development. The team's ongoing focus is on researching policies and regulatory frameworkds in the following key areas:

- 1. Funding Two dedicated sources of funding for a voting system exist: Prop 41 and HAVA 301 funds. The project team continues to research the acceptable uses and the disbursement process for these funds.
- 2. Regulatory Environment/Certification Process The current approval and certification process is one that is costly and time consuming and one that is tailored only to procuring existing commercially marketed voting systems. The existing regulatory framework does not contemplate new development or non-proprietary solutions. The project team continues to research legislative/policy

² Video of VSAP Advisory Committee Meeting available at: http://www.livestream.com/larrcc6

options that may facilitate the development and implementation of Los Angeles County's future system.

Stay Connected

More information regarding the Voting System Assessment Project (VSAP) is available online at www.lavote.net/voter/vsap and on the project's Facebook page (@Voting Systems Assessment Project – VSAP). The pages on our website and on Facebook are frequently updated with news and information and are a great way to stay connected with the progress of the project between quarterly reports. We strongly encourage public input throughout the process and look forward to continuing to work with your board on this critical project. If you have any questions please contact Monica Flores, VSAP Project Coordinator at (562) 462-2879 or via email at mflores@rrcc.lacounty.gov.



County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration 500 West Temple Street, Room 713, Los Angeles, California 90012 (213) 974-1101 http://ceo.lacounty.gov

August 30, 2012

Board of Supervisors GLORIA MOLINA First District

MARK RIDLEY-THOMAS Second District

ZEV YAROSLAVSKY Third District

DON KNABE Fourth District

MICHAEL D. ANTONOVICH Fifth District

To:

Supervisor Zev Yaroslavsky, Chairman

Supervisor Gloria Molina

Supervisor Mark Ridley-Thomas

Supervisor Don Knabe

Supervisor Michael D. Antonovich

From:

Ellen F. Sandt Illen F. Sout

Deputy Chief Executive Officer

RECAP OF VOTING SYSTEM MODERNIZATION PROJECT MEETING

On August 8, 2012, the Chief Executive Office hosted a meeting to discuss the Voting System Modernization Project. The goal of the meeting was to brief Board Offices on the challenges the County faces with regard to replacing and modernizing our voting systems and to provide your offices an overview of the approach the Registrar-Recorder/County Clerk (RR/CC) is taking to identifying and implementing proactive and innovative solutions. Your Board deputy perspectives and questions provided valuable insight as we move forward. This memorandum is to provide you with a quick recap and outcome of the meeting.

During the meeting, the RR/CC provided an update on the Voting Systems Assessment Project activities and plans. The Project was launched in 2009 with the goal of replacing the County's aging voting system with a modernized system that will meet the needs of current and future Los Angeles voters. The innovative Project envisions implementing a voting system through an open, transparent, and participatory process; breaking the mold of the traditional system acquisition model.

Currently, the Project has a demonstrated need for support in order to move the Project forward into a design and engineering phase. As a result of the meeting, this Office will be working with the Department to address the funding and legislative support needed to allow the Project to continue to move forward.

With the myriad of issues that face a complex jurisdiction like ours it is easy to overlook a high risk issue like this one. The machinery relied upon to support our participatory



DEAN C. LOGAN

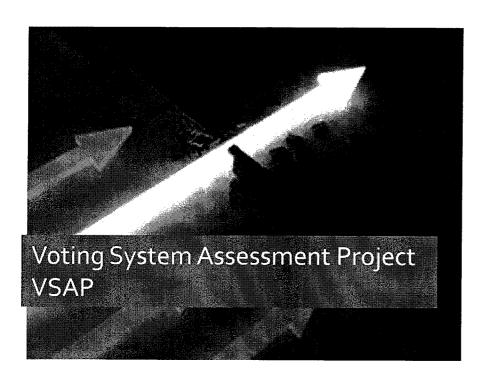
Los Angeles County Registrar-Recorder/County Clerk 12400 Imperial Highway Norwalk, CA 90650

Voting Systems Assessment Project

Modernizing Los Angeles County Elections

August 8, 2012





About

The VSAP is an unprecedented approach at modernizing the County's voting system. The innovative project envisions implementing a voting system through an open, transparent, and participatory process. This project breaks the mold of the traditional voting system acquisition model and has received recognition from the Election Verification Network (EVN), the National Election Center and the National Association of County Officials (NACO).



Desired Outcomes

County-owned and operated Implement voting systems that are owned, operated, and maintained by the County

Meet current and future voter needs

Design a system that meets the diverse needs of current and future County voters





4.5 Million registered voters

Support 12 languages

More than 1,000,000 mail ballots

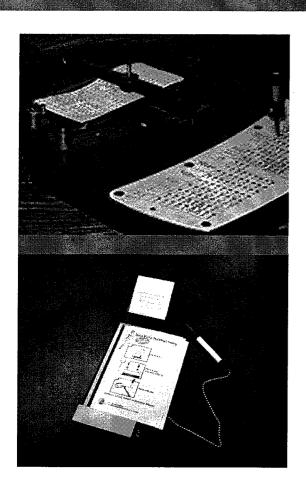
Recruit and train **25,000** pollworkers

Manage 5,000 polling places

"More registered voters than 32 states"



Voting system challenges



Aging technology

System core is outdated and becoming less reliable and obsolete. Available technical support is limited.

Limited ballot capacity

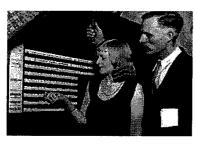
More than 500 political subdivisions and only 312 voting positions. Ballot capacity also affects ability to create accessible/usable ballot formats.

Limited voting options

Unable to support in person early voting and other reforms like election day registration. Limited options for persons with disabilities. Limited language assistance.



Challenges to modernization







Dysfunctional and Limited Market

Existing commercial voting systems do not meet our needs. No new systems have been approved in California.

Voter trust

Since the 2000 and 2004 Presidential Elections, voting systems have become over politicized. High level of voter distrust of commercial voting systems.

Clock is ticking

Department seeks to implement a new voting system in time for the 2016 presidential elections.

www.lavote.net





County driven development

Present a new market model where the county has greater control. Modernize the regulatory environment to accommodate more creative development models.



Transparent processes

Restore voter trust in voting systems through a proactive process that takes citizen input and is open.



Meet current and future voter needs

Engage stakeholders and design a system that is based on real user needs and expectations. This includes citizen input and field research.

www.lavote.net



The VSAP process

Field Research

Voter Surveys

Voter Focus Groups

Pollworker Surveys

Election Officials Focus

Groups

RR/CC Staff Focus Groups

Citizen Engagement

Caltech Symposium

Community Discussions

VSAP Advisory Committee

Technical Advisory Committee

Design | Engineering

General Voting System Principles

Ideation process

Design concept

Prototyping

Development

Testing

Los Angeles County Registrar-Recorder/County Clerk

Timeline

September 2009 Launch of VSAP

September 2009 – December 2012 Field research and process assessment

January 2013 - December 2014
Design, engineering and certification

January – November 2015 Manufacturing

November 2015
Pilot implementation in UDEL Elections

November 2016 Full implementation in Presidential Elections



Next steps

Design Concept

Develop technical specifications on voting system hardware and software components and descriptions of how each specification meets user and functional requirements

Prototyping

Develop a working model of system that stakeholders can see, hold, interact with to evaluate and provide feedback on design

Development & Testing

Testing prototype for ease of use, security, and integrity



Addressing challenges



Funding ldentify funding sources for unfunded steps in the process.



Legislative Strategy

Develop legislative strategy to address key issues in the regulatory environment regarding funding and system certification.

Funding

Field Research | Citizen Engagement

James Irvine Foundation:

\$100,000

Davenport Institute Grant:

\$50,000 (in services)

Design | Engineering | Certification

Design

PIF Grant: \$470,000

Engineering

Need for NCC funding

Certification

Need for NCC funding

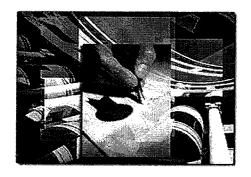
Manufacturing

Prop 41: \$49M

HAVA 301: \$28M



Legislative Strategy



Certification process

Develop a legislative strategy to address the costly, time consuming and unclear certification process. This includes exploring a pilot certification plan for Los Angeles County.



Funding

Develop a legislative strategy to allow LA County to access Prop 41 funding in earlier stages of the process.



Benefits of voting system modernization

Increased voter satisfaction and confidence

- Greater options for current and future voters
- County owned and operated system
- •Implemented and managed through an open and public process

Cost reductions and revenue increase

- Increased number of jurisdictions will consolidate with county elections and/or contract the RR/CC to conduct their elections
- Elimination of vendor maintenance fees

Greater flexibility and efficiency

- Newer technologies allow for greater flexibility to adapt
- County ownership model allows for complete control

Each Supervisor August 30, 2012 Page 2

form of government is running smoothly but, it is at its life's end. Protecting our democratic process should be a high priority for the County. The Department has charted a strong and sound course for modernizing our systems and with our support we will identify and implement a solution in an appropriate and prudent manner that earns the confidence of our electorate.

Attached please find a copy of the presentation that the RR/CC shared during our meeting. As key stakeholders in this process, we will continue to keep you informed throughout the Project. If your staff were unable to attend the August 8 meeting, they should feel free to contact RR/CC Dean Logan, or my office, for any additional information you may desire.

The RR/CC will continue to provide quarterly reports on the activities and progress of the Project. Additional information regarding the Voting Systems Assessment Project (VSAP) is available online at www.lavote.net/voter/vsap and on the Project's Facebook page. We look forward to continuing to work with you on this critical project.

EFS:DL:ef

Attachment

c: Chief Deputies, Board of Supervisors Registrar-Recorder/County Clerk



DEAN C. LOGAN Registrar-Recorder/County Clerk

September 12, 2012

TO: Supervisor Michael D. Antonovich, Mayor

Supervisor Gloria Molina

Supervisor Mark Ridley-Thomas Supervisor Zev Yaroslavsky Supervisor Don Knabe

William T Fujioka, Chief Executive Officer

FROM: Dean C. Logan, Registrar-Recorder/County Clerk

VSAP Quarterly Report- 3rd Quarter 2012

The following is the third quarterly update report of 2012, detailing VSAP activities and accomplishments during the period of June 1, 2012- August 31, 2012. These reports are provided to inform your Board and the public on the progress of the Voting Systems Assessment Project (VSAP). This series of quarterly reports is in response to the motion adopted by your Board on September 7, 2010.

During the reporting period, the VSAP continued to work towards the goals of the second phase of the project. In this second phase, the project seeks to 1) identify the voting system model and technical requirements; 2) identify the procurement and development model that the Department will pursue, including funding for system development and implementation. The following are the activities accomplished during this reporting period:

- National Recognition for VSAP
- Refining VSAP Design Phase
- Secured Funding for the VSAP Design Phase
- Continued Stakeholder Discussions

National Recognition for VSAP

The VSAP was awarded the Freedom Award for Innovation from the National Election Center for its Open Design Search. ¹ This national award recoginizes election officials who have successfully implemented innovative practices, and is a part of the Election

Center's Professional Practices Program. The Election Center awarded this recognition to the RR/CC for its unprecedented approach for engaging the public during its Open Design Search. The VSAP's Open Design Search is an innovative initiative that engaged a broad range of experts, designers, and the general public through and online challenge and brainstorming workshops to generate concepts and ideas for the design of a voting system that will meet the unique needs of Los Angeles County's large and diverse electorate.

Refining the VSAP Design Phase

The Department is preparing to launch the design phase of the VSAP. In this phase, the VSAP seeks to engage an independent design agency to synthesize the data that has been collected through the project and produce a set of voting system design options for Los Angeles County. The goal of this design phase is to develop system design options that meet the needs and preferences of voters, satisfy the VSAP General Voting System Principles, are supported by the VSAP Advisory Committe and other critical stakeholders, and can feasibliy be developed and implemented. In order to accomplish these goals, the design phase will develop these design options using an iterative design process that engages voters and other critical stakeholders throughout the project.

The system design options resulting from this phase will be presented through a report which includes descriptions, images, and other physical displays to facilitate communication of the design options to stakeholder audiences. Design options will also be accompanied by a fesibility study evaluating the availability, costs, and longevity of the technology and other physical materials needed to implement the design option. The feasibility study will provide guidance for developing technical specifications, engineering, and prototyping the system, including the time and costs necessary to complete them. The RR/CC will present these voting system design options to the public at a capstone public engagement forum. During this event voters and other stakeholders will be provided an opportunity to ask questions and provide feedback.

The design process is a critical phase which will lay the foundation for system engineering, prototyping, manufacturing and implementation during future phases of the voting systems modernization project.

VSAP Design Phase Funding

On August 22, 2012, the Productivity Investment Board (PIB) unanimously voted to support granting \$470,000 in funding (\$235,000 loan/ \$235,000 grant) to the Department for the execution of the VSAP Design Phase. If awarded, PIF funds will support the development of detailed voting system design options using an iterative design process that engages stakeholders and is led by an independent design agency.

The Department submitted a proposal for a \$470,000 grant to the PIB (a subcommittee of the Quality and Productivity Commission, which manages the Productivity Investment Fund) on July 13, 2012, with a presentation of that proposal following at the July 25th PIB meeting. At this meeting, the PIB expressed support for a revised version of the proposal, splitting the grant proposal into a 50/50 grant/loan. The Department presented the revised project proposal on August 22nd, at which point the PIB unanimously voted to support the revised proposal and recommend to the Quality and Productivity Commission to award the funding.

The Department will meet with the Quality and Productivity Commission on October 29, 2012, where they Quality and Productivity Commission will vote on funding the proposal.

Stakeholder Discussions

The Department continues to meet with stakeholders with the intent of keeping them informed and engaged in the VSAP process. During this period, the Department provided updates and presentations to, and facilitated discussions with the Chief Executive Office, Chief Information Office, Board of Supervisor Deputies, and the Voting Accessibility Advisory Committee. Presentations and discussions were held at the following meetings:

- 1. <u>Chief Executive Office- June 14, 2012</u>
 The RR/CC met with CEO William T Fujioka, and staff to provide an overview of VSAP accomplishments, next steps, and challenges.
- CEO, Governmental and Legislative Affairs July 16, 2012
 The RR/CC met with CEO Intergovernmental and External Relations (IGEA) staff to provide an overview of VSAP legislative/regulatory hurdles and discuss what support will be need from IGEA to address those hurdles.
- 3. Chief Information Office- July 30, 2012
 The RR/CC met with CIO Richard Sanchez and Henry Balta with the purpose of discussing next steps for the VSAP and a strategy for continued collaboration.
- 4. Chief Executive Office and Board of Supervisor Deputies- August 8, 2012 CEO, William T Fujioka hosted a meeting to provide Board of Supervisors staff an update on the VSAP. The RR/CC presented an overview of VSAP accomplishments, next steps, and challenges.
- Voting Accessibility Advisory Committee- August 28, 2012
 VSAP staff provided VAAC members an update on VSAP activites.

About the VSAP

Launched in September 2009, the Voting Systems Assessment Project (VSAP) was developed by the Department in response to the growing voting system needs and challenges faced by the County. While the County's current voting system has served the voters of Los Angeles County with accuracy and integrity, the design of these systems and the age of their technology do not offer the technical and functional elasticity necessary to continue to accommodate the growing and increasingly diverse electorate.

The size and diversity of Los Angeles County and the limited voting systems market, however, make it almost impossible to reasonably consider a commercial off-the-shelf voting system solution. Any voting system solution will entail a significant development or customization process in order to satisfy the County's needs, General Voting System Principles and technical requirements.

In response to these needs and challenges, the VSAP takes an unprecedented and comprehensive approach at modernizing the County's voting system. The vision of the project is to implement a voting system through a transparent process that takes into account the needs and expectations of current and future Los Angeles County voters. The VSAP aims at achieving three goals in this process: 1) give current and future Los Angeles County voters an unprecedented opportunity to participate in the assessment and development process; 2) increase voter confidence in the electoral process through the participatory structure of the project; 3) synthesize public input and research to acquire or develop a new voting system for the County.

Stay Connected



December 19, 2012

TO: Supervisor Mark Ridley-Thomas, Chair

Supervisor Michael D. Antonovich

Supervisor Gloria Molina Supervisor Zev Yaroslavsky Supervisor Don Knabe

William T Fujioka, Chief Executive Officer

FROM: Dean C. Logan, Registrar-Recorder/County Clerk

VSAP Quarterly Report- 4th Quarter 2012

Deanc. Logan

The following is the fourth quarterly update report of 2012, detailing VSAP activities and accomplishments during the period of September 1- November 30, 2012. These reports are provided to inform your Board and the public on the progress of the Voting Systems Assessment Project (VSAP). This series of quarterly reports is in response to the motion adopted by your Board on September 7, 2010.

During the reporting period, the VSAP continued to work towards the goals of the second phase of the project. In this second phase, the project seeks to 1) identify the voting system design model and technical requirements; 2) identify the procurement and development model that the Department will pursue, including funding for system development and implementation. The following are the activities accomplished during this reporting period:

- Awarded PIF Grant for the VSAP Design Phase
- Refining VSAP Design Phase
- Continued Stakeholder Discussions

VSAP Design Phase Funding

On October 29, 2012, the Quality and Productivity Commission granted \$470,000 in Productivity and Investment Fund (PIF) funding (\$235,000 loan/ \$235,000 grant) to the Department for the execution of the VSAP Design Phase. PIF funds will support the development of detailed voting system design options using an iterative design process that engages stakeholders and is led by an independent design agency.

Refining the VSAP Design Phase

The Department continues preparations to launch the design phase of the VSAP. In this phase, the VSAP seeks to engage an independent design agency to produce a set of voting system design options that meet the needs and expectations of Los Angeles County and its constituents as represented through the VSAP General Voting System Principles and public opinion data collected. The system design options resulting from this phase will be presented through a report which includes descriptions, images, and other physical displays to facilitate communication of the design options to stakeholder audiences. Design options will also be accompanied by a fesibility study evaluating the availability, costs, and longevity of the technology and other physical materials needed to implement each design option.

The design process is a critical phase which will lay the foundation for system engineering, prototyping, manufacturing and implementation during future phases. It is expected to launch in March 2013 and is projected to be a 16-18 week project. We will keep your Board informed on the status and outcome of this process through these reports.

Stakeholder Discussions

The Department continues to meet with stakeholders with the intent of keeping them informed and engaged in the VSAP process. During this period, the Department provided updates to, and facilitated discussions with, the Chief Executive Office, Chief Information Office, County Counsel, and the VSAP Advisory Committee. Presentations and discussions were held at the following meetings:

1. <u>Chief Executive Office, Chief Information Office and County Counsel – November 9, 2012</u>

The Department has been working closely with staff from the Chief Executive Office, Chief Information Office and County Counsel in preparing the Statement of Work for the development of system design options. Constant communication has been maintained with these departments following an initial conference call on November 9, 2012.

2. VSAP Advisory Committee- October 30, 2012

The VSAP Advisory Committee met on October 30, 2012 to discuss VSAP funding, the upcoming design phase, and the plan to establish a VSAP Technical Advisory Committee. A video archive of the meeting can be found at http://www.livestream.com/larrcc6

The VSAP Advisory Committee continues to provide the Department guidance as the VSAP moves from conceptualizing to designing and prototyping. The VSAP Advisory Committee is composed of experts, stakeholders, and community leaders from critical constituency groups and communities of interest. The Committee was established in response to a motion adopted by your Board in September 2010, establishing a platform for continued citizen participation and transparency.

About the VSAP

Launched in September 2009, the Voting Systems Assessment Project (VSAP) was developed by the Department in response to the growing voting system needs and challenges faced by the County. While the County's current voting system has served the voters of Los Angeles County with accuracy and integrity, the design of these systems and the age of their technology do not offer the technical and functional elasticity necessary to continue to accommodate the growing and increasingly diverse electorate.

The size and diversity of Los Angeles County and the limited voting systems market, however, make it almost impossible to reasonably consider a commercial off-the-shelf voting system solution. Any voting system solution will entail a significant development or customization process in order to satisfy the County's needs, General Voting System Principles and technical requirements.

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Stay Connected



March 5, 2013

TO: Supervisor Mark Ridley-Thomas, Chair

Supervisor Gloria Molina Supervisor Zev Yaroslavsky Supervisor Don Knabe

Supervisor Michael D. Antonovich

William T Fujioka, Chief Executive Officer

FROM: Dean C. Logan, Registrar-Recorder/County Clerk

VSAP Quarterly Report- 1st Quarter 2013

Deanc. Logan

The following is the first quarterly update report of 2013, detailing VSAP activities and accomplishments during the period of December 1, 2012- February 28, 2013. These reports are provided to inform your Board and the public on the progress of the Voting Systems Assessment Project (VSAP). This series of quarterly reports is in response to the motion adopted by your Board on September 7, 2010.

During the reporting period, the VSAP continued to work on second phase goals of the project. In this second phase, the project seeks to 1) identify the voting system design model and technical requirements; 2) identify the procurement and development model that the Department will pursue, including funding for system development and implementation. Activities during this quarter included:

- Collaborating in the drafting and introduction of Legislation
- Identifying and inviting experts and to establish a Technical Advisory Committee
- Refining the VSAP design phase
- Continued stakeholder discussions

Collaborating on the drafting of legislation

The Department collaborated with the CEO Governmental and Legislative Affairs section to draft legislation that supports the VSAP efforts. This proposed language will 1) streamline the voting system approval and certification process for the state; 2) allow counties to develop, own, and operate their own voting systems; 3) allow counties to utilize Voting Modernization Fund monies for the development of voting systems. These efforts are aligned with the County's 2013-2014 State Legislative Agenda and a motion adopted by your board on February 12, 2013.

Preparations for launch of Technical Advisory Committee

The Department initiated establishment of a VSAP Technical Advisory Committee. The purpose of the Committee is to provide technical expertise and consultation on the voting system modernization process. The Committee will review and analyze design concepts and relevant research to provide input and guidance on the establishment of the technical requirements for a modernized voting system. Additionally, the Committee will provide guidance for the engineering, development, and implementation of the final voting system design. The Committee will be composed of voting technology experts, computer scientists, usability specialist, accessiblity experts, and practitioners. Additionally, representatives of the Chief Information Office, Secretary of State, and Election Assistance Commission have been invited to participate.

Committee members have been identified and invited to the first Committee meeting which will be held on March 28, 2013 at RR/CC headquarters.

Refining the VSAP design phase

The Department continues to work with County Counsel and the Chief Executive Office in preparations to launch the design phase of the VSAP. In this phase, the VSAP seeks to engage an independent design agency to produce a set of voting system design models that meet the needs and expectations of Los Angeles County and its constituents as represented through the VSAP General Voting System Principles and public opinion data. The design process is a critical phase which will lay the foundation for system engineering, prototyping, manufacturing and implementation during future phases. It is expected to launch in March 2013 and is projected to be a 16-18 week project. We will keep your Board informed on the status and outcome of this process through these reports.

Continued stakeholder discussions

The Department continues to meet with voters, regulators, experts, and other stakeholders with the intent of keeping them informed and engaged in the process as well as gathering data and information that is of benefit to the VSAP. During this period,

the Department met with and facilitated discussions with the National Institute of Standards and Technology and presented at the "Future of Voting Systems Symposium" hosted by Election Assistance Commission (EAC) and NIST.

1. NIST Meeting- January 28-29, 2013

John Wack and Mary Brady from NIST visitied RR/CC headquarters to learn more about LA County's election operations and the VSAP. The VSAP Advisory Committee and Department staff met with the NIST representatives to discuss the role of NIST in the voting system certification process and LA County's election process and voting system modernization efforts.

2. Future of Voting Systems Symposium- February 26-28, 2013

Department staff engaged in a three day symposium with academics, researchers, election officials, and other stakeholders to discuss the future of the voting system market and regulatory environment. During this symposium, I participated in a panel discussion with other election officials to discuss voting system modernization efforts being led by election jurisdictions.

About the VSAP

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DEAN C. LOGAN Registrar-Recorder/County Clerk

June 10, 2013

TO:

Supervisor Mark Ridley-Thomas, Chair

Supervisor Gloria Molina Supervisor Zev Yaroslavsky Supervisor Don Knabe

Supervisor Michael D. Antonovich

William T Fujioka, Chief Executive Officer

FROM:

Dean C. Logan Registrar-Recorder/County Clerk

VSAP Quarterly Report- 2nd Quarter 2013

The following is the second quarterly update report of 2013, detailing VSAP activities and accomplishments during the period of March 1- May 31. These reports are provided to inform your Board and the public on the progress of the Voting Systems Assessment Project (VSAP). This series of quarterly reports is in response to the motion adopted by your Board on September 7, 2010.

During the reporting period, the VSAP continued to work on second-phase goals of the project. In this second phase, the project seeks to 1) identify the voting system design model and technical requirements; 2) identify the procurement and development model that the Department will pursue, including funding for system development and implementation. Activities during this quarter included:

- Collaborating in the introduction of legislation
- Establishing a VSAP Technical Advisory Committee
- Launching the VSAP design phase
- Continued stakeholder discussions

Collaborating on the introduction of legislation

The Department collaborated with CEO Governmental and Legislative Affairs and State Senator Alex Padilla to draft and introduce legislation that supports the VSAP efforts. Senate Bill 360 was introduced in the State Senate on February 20, 2013 and passed the Senate on May 24, 2013 with bi-partisan support. The proposed Senate Bill will 1) streamline the voting system approval and certification process for the state; 2) allow counties to contract for the development of voting systems that use nonproprietary software and firmware and disclosed source code; 3) allow counties to utilize Voting Modernization Fund monies for the initial development of voting systems using nonproprietary software and firmware and disclosed source code. These efforts are aligned with the County's 2013-2014 State Legislative Agenda and a motion adopted by your Board on February 12, 2013. We are working with CEO Governmental and Legislative Affairs to amend the language as necessary and to advocate for its passage. The bill is scheduled for a hearing in the Commission on Elections and Redistricting Committee on August 13.

Establishment of Technical Advisory Committee

The Department established the VSAP Technical Advisory Committee which met for the first time on March 28, 2013 at the RR/CC headquarters. The purpose of the Committee is to provide technical expertise and consultation on the voting system modernization process. The Committee will provide input and guidance during the development of the technical requirements and specifications for a voting system. Additionally, the Committee will provide ongoing input during prototyping, development, and implementation of the final voting system design. The Committee is composed of voting technology experts, computer scientists, usability specialists, accessiblity experts, and practitioners. Additionally, representatives of the Chief Information Office, Secretary of State, and Election Assistance Commission have been invited to participate. (A full list of member biographies is attached.)

Launch of VSAP Design Phase

The Department launched the design phase of the VSAP in partnership with the global design firm IDEO¹. The project was kicked off with a meeting on April 16, 2013 where IDEO project staff, department staff, and the VSAP Advisory Committee gathered to learn more about each entity and about the design project. Through this 18 week project, IDEO will produce a set of voting system design models that meet the needs and expectations of Los Angeles County and its constituents as represented through the VSAP General Voting System Principles and public opinion data. To supplement research gathered through the VSAP, IDEO conducted field research by meeting with a diverse group of voters, pollworkers, community leaders, and department staff. IDEO

¹ IDEO is an award-winning global design firm that takes a human-centered, design-based approach to helping organizations in the public and private sectors innovate and grow. http://www.ideo.com/

has now begun to draft potential voting system design models and will be prepared to share those models with us during the third quarter. Once available, we will share the design models with your Board.

Continued stakeholder discussions

The Department continues to meet with voters, regulators, experts, and other stakeholders with the intent of keeping them informed and engaged in the process as well as gathering data and information that is of benefit to the VSAP. During this period, the Department met with Georgia Tech Research Institute (GTRI) to learn more about their institute and about their research findings on voting system accessibility. The Department also held a VSAP Advisory Committee meeting to provide committee members with updates on the project.

- GTRI Meeting- January 28-29, 2013
 Brad Fein, Principal Research Scientist and his team presented to and met with department staff and VSAP Advisory Committee members. The GTRI team presented intial findings of their work on usability and accessibility, and discussed how their continued research may align and help support VSAP efforts.
- 2. <u>VSAP Advisory Committee Meeting- May 29, 2013</u>
 The VSAP Advisory Committee met via conference call to discuss current VSAP activities related to the voting system related legislation, the VSAP design phase, and the VSAP Technical Advisory Committee.

About the VSAP

Launched in September 2009, the Voting Systems Assessment Project (VSAP) was developed by the Department in response to the growing voting system needs and challenges faced by the County. While the County's current voting system has served the voters of Los Angeles County with accuracy and integrity, the design of these systems and the age of their technology do not offer the technical and functional elasticity necessary to continue to accommodate the growing and increasingly diverse electorate.

The size and diversity of Los Angeles County and the limited voting systems market, however, make it almost impossible to reasonably consider a commercial off-the-shelf voting system solution. Any voting system solution will entail a significant development or customization process in order to satisfy the County's needs, General Voting System Principles and technical requirements.

In response to these needs and challenges, the VSAP takes an unprecedented and comprehensive approach at modernizing the County's voting system. The vision of the project is to implement a voting system through a transparent process that takes into

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DEAN C. LOGAN Registrar-Recorder/County Clerk

September 10, 2013

TO: Supervisor Mark Ridley-Thomas, Chair

Supervisor Gloria Molina Supervisor Zev Yaroslavsky Supervisor Don Knabe

Deanc. Logan

Supervisor Michael D. Antonovich

William T Fujioka, Chief Executive Officer

FROM: Dean C. Logan, Registrar-Recorder/County Clerk

VSAP Quarterly Report- 3rd Quarter 2013

The following is the third quarterly update report of 2013, detailing VSAP activities and accomplishments during the period of June 1- August 31, 2013. These reports are provided to inform your Board and the public on the progress of the Voting Systems Assessment Project (VSAP). This series of quarterly reports is in response to the motion adopted by your Board on September 7, 2010.

During the reporting period, the VSAP continued to work on second-phase goals of the project. In this second phase, the project seeks to: 1) identify the voting system design model and technical requirements; and 2) identify the procurement and development model that the Department will pursue, including funding for system development and implementation. Activities during this quarter included:

- Advocating for the passage of legislation
- Developing initial design concepts
- Continuing stakeholder discussions

Legislation

The Department collaborated with CEO Governmental and Legislative Affairs and State Senator Alex Padilla to draft and introduce Senate Bill 360, legislation that supports the VSAP efforts. The proposed bill will: 1) streamline the voting system approval and certification process for the state; 2) allow counties to contract for the development of voting systems that use nonproprietary software and firmware and disclosed source code; and 3) allow counties to utilize Voting Modernization Fund monies for the initial development of voting systems using nonproprietary software and firmware and disclosed source code.

Senate Bill 360 was introduced in the State Senate on February 20, 2013 and passed the Senate on May 24, 2013 and the Assembly on September 4, 2013. The bill went back to the Senate for concurrence and passed on September 6, 2013. The bill will now be sent to the Governor for his signature.

These efforts are aligned with the County's 2013-2014 State Legislative Agenda and a motion adopted by your Board on February 12, 2013.

Initial Design Concepts

The Department launched the initial design phase of the VSAP in partnership with the global design firm IDEO¹. The engagement which ran from April 16- June 14, 2013 resulted in a set of three voter experience design concepts². The concepts were designed through an iterative design process that engaged voters, pollworkers, community leaders, and other stakeholders. The process aimed at designing concepts that satisfy the Voting System General Principles³ adopted in August 2011 by the VSAP Advisory Committee. The concepts represent possible design options, touching on polling place set up and layout, voter processing, and hardware components.

The three voting system design concepts were presented to the VSAP Advisory Committee, the VSAP Technical Advisory Committee, and key staff at the County Chief Executive Office and Chief Information Office. Moving forward, we seek to gather further feedback from voters. pollworkers, and other stakeholders to continue to refine the three concepts into a single solution by December 31, 2013. We will then guickly move into manufacturing low to high fidelity prototypes, drafting software and hardware specifications and iterative user testing throughout the process, with the goal of developing a high fidelity prototype that looks like and functions like the actual device.

Stakeholder Discussions

The Department continues to meet with voters, regulators, experts, and other stakeholders with the intent of keeping them informed and engaged in the process as well as gathering data and information that is of benefit to the VSAP. During this period, the Department met the VSAP Advisory Committee, the VSAP Technical Advisory Committee, the Voting Accessibility Advisory Committee and key staff from the County Chief Executive and Chief Information Offices.

- 1. Voting Accessibility Advisory Committee (VAAC)- July 23, 2013 VSAP staff met with the VAAC to provide an update on the VSAP. Members were informed that initial design concepts would be shared at the next VAAC meeting.
- 2. VSAP Technical Advisory Committee Meeting- July 30, 2013 The VSAP and IDEO Project Teams met with the VSAP Technical Advisory Committee to present the three initial design concepts and gather initial feedback from Committee

¹ IDEO is an award-winning global design firm that takes a human-centered, design-based approach to helping organizations in the public and private sectors innovate and grow. http://www.ideo.com/

² http://www.youtube.com/watch?v=dk1jm0 1emY&feature=c4-

overview&list=UUx2Y8ypc1xHxAsBrWtyxMdQ

http://www.lavote.net/Voter/VSAP/PDFS/VotingSystemPrinciples.pdf

members. Members were presented the concepts and information on how the concepts were derived, and provided initial feedback.

- VSAP Advisory Committee Meeting- July 31, 2013
 The VSAP and IDEO Project Teams met with the VSAP Advisory Committee to present the three initial design concepts and gather initial feedback from Committee members. Members were presented the concepts and information on how the concepts were derived, and provided initial feedback.
- 4. Chief Executive Office and Chief Information Office- August 1, 2013
 The VSAP and IDEO Project Teams met with the County's Chief Executive Officer, Chief Information Officer and some of their key staff to present the three initial design concepts and gather initial feedback from this group.

About the VSAP

Launched in September 2009, the Voting Systems Assessment Project (VSAP) was developed by the Department in response to the growing voting system needs and challenges faced by the County. While the County's current voting system has served the voters of Los Angeles County with accuracy and integrity, the design of these systems and the age of their technology do not offer the technical and functional elasticity necessary to continue to accommodate the growing and increasingly diverse electorate.

The size and diversity of Los Angeles County and the limited voting systems market, however, make it almost impossible to reasonably consider a commercial off-the-shelf voting system solution. Any voting system solution will entail a significant development or customization process in order to satisfy the County's needs, General Voting System Principles and technical requirements.

In response to these needs and challenges, the VSAP takes an unprecedented and comprehensive approach at modernizing the County's voting system. The vision of the project is to implement a voting system through a transparent process that takes into account the needs and expectations of current and future Los Angeles County voters. The VSAP aims at achieving three goals in this process: 1) give current and future Los Angeles County voters an unprecedented opportunity to participate in the assessment and development process; 2) increase voter confidence in the electoral process through the participatory structure of the project; 3) synthesize public input and research to acquire or develop a new voting system for the County.

Stay Connected



December 9, 2013

TO: Supervisor Don Knabe, Chair

Supervisor Michael D. Antonovich

Supervisor Gloria Molina

Supervisor Mark Ridley-Thomas Supervisor Zev Yaroslavsky

William T Fujioka, Chief Executive Officer

FROM: Dean C. Logan, Registrar-Recorder/County Clerk

VSAP QUARTERLY REPORT- 4th QUARTER 2013

The following is the fourth quarterly update report of 2013, detailing VSAP activities and accomplishments during the period of September 1- November 30, 2013. These reports are provided to inform your Board and the public on the progress of the Voting Systems Assessment Project (VSAP). This series of quarterly reports is in response to the motion adopted by your Board on September 7. 2010.

During the reporting period, the VSAP continued to work on second-phase goals of the project. In this second phase, the project seeks to: 1) identify the voting system design model and technical requirements; 2) identify the procurement and development model that the Department will pursue, including funding for system development and implementation; and 3) engage voters and other stakeholders through the process. Activities during this quarter included:

- Advocating for the passage of legislation
- Developing a design concept
- Continuing stakeholder discussions

Legislation

The Department collaborated with CEO Governmental and Legislative Affairs and State Senator Alex Padilla for the passage of Senate Bill 360, legislation that supports the VSAP efforts. Senate Bill 360 was signed into law on October 5, 2013. The Bill strengthened the voting system approval and certification process by streamlining the process to the state and requiring that the state establish standards, which meet or exceed federal standards, for systems used in the state. Establishing these standards provides much needed clarity for the VSAP efforts to develop and implement a new voting system for the County. Furthermore, it provides the necessary framework for Los Angeles County to continue to develop a publicly owned system.

These efforts are aligned with the County's 2013-2014 State Legislative Agenda and a motion adopted by your Board on February 12, 2013.

Board of Supervisors December 9, 2013 Page 2

Design Concept

In April 2013, the Department launched the initial design phase of the VSAP in partnership with the global design firm IDEO¹. IDEO was tasked with developing a voting system concept aimed at meeting the diverse needs of Los Angeles County voters. Using an iterative, human-centered design process, IDEO has led us through two system design phases which first translated public opinion data to three design concepts and then refined the three design options into one concept that best meets the needs of Los Angeles County voters.

In order to fully understand the needs of Los Angeles County voters, in the initial phase IDEO met with a diverse group of voters including voters with a various range of disabilities and/or special needs. IDEO also met with pollworkers, County staff, VSAP Advisory Committee members, VSAP Technical Advisory Committee members, and other stakeholders. Using the data gathered through these various interactions, in addition to the data VSAP gathered since the initiation of the project, IDEO produced a set of three draft voting system concepts². The three voting system concepts were distinct representations of an ideal voting system model which includes a ballot marking device, paper ballot, and expanded locations for voters to mark and cast a ballot.

In the second phase, IDEO continued to refine the voting system concepts by engaging voters, pollworkers, and other stakeholders to test the concepts. The concepts evolved based on user feedback and a second set of concept iterations emerged that was further tested with users³. From this user testing, an ideal voting system concept emerged⁴. This model was further tested and refined, concluding the phase with the development of a low-fidelity prototype of the concept. The system specifications and requirements for this concept now need to be detailed in order to produce a high-fidelity, fully functioning prototype for refinement and testing.

We are currently detailing the scope of work for the next phase of the project. In this process we will identify detailed requirements and specifications needed to enter and complete this next phase, the system engineering phase. The system engineering phase will include drafting software and hardware specifications, testing, and developing a high-fidelity, fully functioning prototype.

Once a proposed scope of work and a phase three project plan is completed, we will present these to your Board.

Stakeholder Discussions

The Department continues to meet with voters, regulators, experts, and other stakeholders with the intent of keeping them informed and engaged in the process as well as gathering data and information that is of benefit to the VSAP. During this period, the Department's project staff met with the Community Voter Outreach Committee, the Voting Accessibility Advisory Committee, members of United Cerebral Palsy Los Angeles, as well as Georgia Tech Research Institute and Clemson University staff.

Georgia Tech Research Institute (GTRI)- September 9, 2013
 VSAP staff met with GTRI to provide a VSAP status update and to discuss how the projects align and may support each other.

http://www.lavote.net/Voter/VSAP/PDFS/posters for one simple system vote your way three easy steps.pdf

¹ IDEO is an award-winning global design firm that takes a human-centered, design-based approach to helping organizations in the public and private sectors innovate and grow. http://www.ideo.com/

³ http://www.lavote.net/Voter/VSAP/PDFS/cricket_tallboy_in_a_box.pdf

⁴ http://www.lavote.net/Voter/VSAP/PDFS/single concept phase 2 final.pd

- 2. Community Voter Outreach Committee (CVOC)- October 2, 2013

 VSAP staff met with the CVOC to provide an update on the VSAP and answer member questions.
- Clemson University- October 15, 2013
 VSAP staff met with Clemson University to update each other on the progress of their work around voting system design and development.
- Voting Accessibility Advisory Committee (VAAC)- October 29, 2013
 VSAP staff and IDEO project team met with the VAAC to provide an update on the VSAP and answer member questions.
- 5. United Cerebral Palsy Los Angeles (UCPLA)- November 7, 2013 VSAP staff and IDEO project team met with members of UCPLA to gather feedback on a preliminary voting system prototype. VSAP and IDEO staff gathered feedback regarding the needs and desires in a voting system from voters with a wide-range and degree of disabilities.

About the VSAP

Launched in September 2009, the Voting Systems Assessment Project (VSAP) was developed by the Department in response to the growing voting system needs and challenges faced by the County. While the County's current voting system has served the voters of Los Angeles County with accuracy and integrity, the design of these systems and the age of their technology do not offer the technical and functional elasticity necessary to continue to accommodate the growing and increasingly diverse electorate.

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In response to these needs and challenges, the VSAP takes an unprecedented and comprehensive approach at modernizing the County's voting system. The vision of the project is to implement a voting system through a transparent process that takes into account the needs and expectations of current and future Los Angeles County voters. The VSAP aims at achieving three goals in this process: 1) give current and future Los Angeles County voters an unprecedented opportunity to participate in the assessment and development process; 2) increase voter confidence in the electoral process through the participatory structure of the project; 3) synthesize public input and research to acquire or develop a new voting system for the County.

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Los Angeles County Registrar-Recorder/County Clerk

Dean C. Logan Registrar-Recorder/County Clerk

June 5, 2014

TO:

Supervisor Don Knabe, Chair

Supervisor Michael D. Antonovich

Supervisor Gloria Molina

Supervisor Mark Ridley-Thomas Supervisor Zev Yaroslavsky

William T Fujioka, Chief Executive Officer

FROM:

Dean C. Logan, Registrar-Recorder/County Clerk

VSAP QUARTERLY REPORT - 2nd QUARTER, 2014

The following is the second quarterly update report of 2014, detailing project activities and accomplishments during the period of March 1, 2014 - May 31, 2014. These reports are provided to inform your Board and the public on the progress of the Voting Systems Assessment Project (VSAP). This series of quarterly reports is in response to the motion adopted by your Board on September 7, 2010.

During this reporting period, the Department continued to prepare for the refinement and engineering of the proposed voting system design and engaging the public, including experts within the field of technology in this process. We strive to further our goals of the project by interacting with key stakeholders prior to solidifying the final design concepts of our voting system. This is essential to achieve public trust when the new system is implemented.

As part of our ongoing process, we continue to keep ourselves informed of voting systems changes, election laws, and conducting research for the future. As a team the VSAP members have been engaged in conducting research of topics that affect the project, archiving the work that has been done since the launch of the project to serve as both a memorialization and reference for other counties, and strategizing future communications and marketing plans. We believe this preparation will serve not only our constituents, but those outside the county as well.

System Refinement and Engineering

The next phase of work for the VSAP will involve the creation of design and engineering specifications that will support the competitive solicitation of contract manufacturing services to carry out production development and high-volume manufacturing of the voting system. The deliverables will include a comprehensive system architecture, detailed specifications and design validation prototypes for the ballot marking device, the paper ballot, the ballot activation mechanism, and an electronic sample ballot marking application. They will also include high level design and technical requirements for the future

Board of Supervisors June 3, 2014 Page 2

development of a new tally system, a new Vote By Mail process, and emergency ballot capabilities. The Department has been preparing for this next phase by drafting a statement of work through a collaborative process between departmental staff, County Counsel, and the CIO. Departmental staff has also been engaged in baseline research into commercial electronic poll book solutions that might integrate with the new voting system, as well as barcode and optical character recognition technologies that might be used in paper ballot processing.

We notified your board through a memo¹ on March 25, 2014 that it is our intention to pursue a sole source with IDEO for the execution of this statement of work. By working with IDEO through to the end of design and engineering of the new voting system, we will maintain a critical continuity in the design process and relationships already established, thereby ensuring that the County can get to a point of contracting for manufacturing services in as efficient and timely a manner as possible for a project of this magnitude. IDEO's approach to the design of the system and the knowledge they have developed of the County's requirements, operations, and the system's design and features are unique, and would be difficult and costly to replace, especially in terms of the project schedule.

Technical Advisory Committee Meeting

The Department hosted a two-day meeting with members of our Technical Advisory Committee² as well as invited guests who are experts in their respective fields. These representatives are well-known for their work in accessibility, technology, and security systems. Our goal for the meetings was to gather critical information necessary as we prepare for the development of technical specifications for the proposed voting system design. This included reviewing the present design assumptions and the expectations for our next phase of research. Participants provided feedback and identified possible challenges and solutions to technical issues that we may encounter in the next stages of development.

The meetings took place on April 8-9, 2014. On April 8th, groups rotated through organized design assumption clusters during the first half of the day. The second half of the day involved detailed discussions and preparation for report backs. On April 9th the groups provided presented recommendations on how to solve technical and feasibility issues, and identified research that may still be needed. We also heard two short presentations from participants. The presentations were on the topics of software design for voting systems and designing for usability and accessibility. This meeting provided crucial insights that will help inform our efforts as we finalize the design and develop the system requirements and specifications for manufacturing.

Public and Stakeholder Engagement

The Department continues to meet with voters, regulators, experts, and other stakeholders with the intent of keeping them informed and engaged in the process as well as gathering data and information that beneficial to our assessment and voting systems changes. During this period, the Department's project staff met with the Election Verification Network, City of Los Angeles elections operations staff, the VSAP Technical Advisory Committee, and participated in a community voter outreach committee meeting. The VSAP team has continued their communication with experts in the fields of technology and accessibility, as well members of our VSAP Advisory Committee.

Election Verification Network (EVN) Conference- March 5-7, 2014
 Department staff presented an overview of the VSAP at the EVN Conference in San Diego. The conference was attended by academics, advocates, and subject matter experts. Staff

http://www.lavote.net/GENERAL/PDFS/BOARD_CORRESPONDENCE/03252014-011645.pdf

http://www.lavote.net/Voter/VSAP/advisory_committees_and_project_team.html

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Public and Stakeholder Engagement (Cont'd)

displayed and demonstrated the features of the looks-like prototype of the proposed ballot marking device.

- City of Los Angeles Presentation and Updates-March 13, 2014
 Department staff provided an update on the VSAP and presented the looks-like prototype of the proposed ballot marking device to approximately 25 City of Los Angeles' election staff. This hour long presentation provided an update on the recent system design efforts of the VSAP and
 - hour long presentation provided an update on the recent system design efforts of the VSAP and its focus on a human-centered design process. This meeting allowed the Department to continue to foster positive relations with the City of Los Angeles.
- 3. Technical Advisory Committee Meeting- April 8-9, 2014
 The Department hosted a Technical Advisory Committee meeting to gather feedback on proposed next steps for the project. The meeting focused on analyzing the present design assumptions for the development of technical specifications and requirements for the proposed ballot marking device. This meeting provided expert advice that will shape the system refinement and engineering phase.
- 4. Voting Accessibility Advisory Committee (VAAC)- April 15, 2014

 Department staff attended the VAAC meeting to provide an update of the VSAP. Department staff also set up the looks-like prototype so members of the committee could both view and interact with it.
- 5. Community Voter Outreach Committee (CVOC) April 17, 2014

 Department staff attended the quarterly CVOC meeting. At this meeting, staff brought the prototype device so meeting participants could interact with it and learn more about its features. Staff also answered questions and concerns that were brought up by the committee members.
- 6. <u>Webinar- Governing- Internet Technology and Security- April 22, 2014</u>
 VSAP staff attended a webinar focusing on IT technology and security. The team gathered information that was relevant to our project.
- 7. <u>Board of Supervisors Operations Cluster- May 8, 2014</u> Members of the Department's Executive management team met Board of Supervisor Deputies to provide a status update on the VSAP and an overview of the upcoming system refinement and engineering, including the intent to sole source for consulting services to lead the department through that process.
- 8. Webinar: STAR-Vote: A Secure, Transparent, Auditable and Reliable Voting System- May 15, 2014.
 Staff participated in a webinar presented by Dan Wallach which concerned the STAR vote system in Travis County, Texas. This meeting provided an overview of Travis County's STAR project, which aims to develop and implement a new voting system for Travis County voters. The Department will continue to follow Travis County's journey to implement a publicly-owned voting system.
- University of Chicago School of Public Policy: Blueprint to Implementation-May 19, 2014
 Dean Logan delivered a presentation on the status of the VSAP. Dean discussed the VSAP's progress towards transforming the voting experience for LA County voters. Dean answered questions about the VSAP design process and overall plan for system development and implementation.

Board of Supervisors June 3, 2014 Page 4

About the VSAP

Launched in September 2009, the Voting Systems Assessment Project (VSAP) was developed by the Department in response to the growing voting system needs and challenges faced by the County. While the County's current voting system has served the voters of Los Angeles County with accuracy and integrity, the design of these systems and the age of their technology do not offer the technical and functional elasticity necessary to continue to accommodate the growing and increasingly diverse electorate.

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Los Angeles County Registrar-Recorder/County Clerk

Dean C. Logan
Registrar-Recorder/County Clerk

September 5, 2014

TO: Supervisor Don Knabe, Chair

Supervisor Michael D. Antonovich

Supervisor Gloria Molina

Supervisor Mark Ridley-Thomas Supervisor Zev Yaroslavsky

William T Fujioka, Chief Executive Officer

FROM: Dean C. Logan, Registrar-Recorder/County Clerk

VSAP Quarterly Report- 3rd Quarter, 2014

The following is the third quarterly update report of 2014, detailing project activities and accomplishments during the period of June 1, 2014-August 31, 2014. These reports are provided to inform your Board and the public on the progress of the Voting Systems Assessment Project (VSAP). This series of quarterly reports is in response to the motion adopted by your Board on September 7, 2010.

The VSAP has accomplished significant milestones since its launch in 2009. Through the project we have gathered public opinion data; established advisory committees to continue to gather input from the public as well as from subject matter experts; and finally we have completed a human-centered design process to identify design elements for a new ballot marking device based on the assessment of the voting experience through engagement with Los Angeles County voters. We are now preparing to enter into a contract for the development of engineering specifications for the ballot marking device and other aspects of a new voting system. In support of our efforts, our team members are conducting research on existing and emerging voting systems, technologies, and legislation. We are also keeping abreast of voting system development and voting regulations in other jurisdictions that may provide insight on best practices and learning experiences as we move forward. We will continue to engage with voters, stakeholders, and subject matter expects through this next phase of the project; in keeping with the voter-centered approach of this project.

Development of Engineering Specifications

For this next phase of system specifications, we intend to continue our collaboration with the innovation firm IDEO. On March 25, 2014, we notified your board¹ of our intent to pursue a sole source contract with IDEO for development of engineering and manufacturing specifications for a proposed ballot marking device, tally system and related system components. We are currently working with the

¹ http://www.lavote.net/GENERAL/PDFS/BOARD CORRESPONDENCE/03252014-011645.pdf

Board of Supervisors September 5, 2014 Page 2

County Chief Information Officer and County Counsel to finalize a Statement of Work and agreement for this next phase. Once finalized, we will work with the Chief Executive Office to bring the contract to your board for approval. It is important to emphasize that this engagement is not a contract for the development and manufacturing of the voting system. It is our intent to work with IDEO on the development of specifications and then to conduct a competitive procurement for development and manufacturing based on those specifications.

Research Activities

It is critical that decisions made for the County's future voting experience are based on sound data. In an effort to continue gathering data that will impact the next steps of the project and ultimately the implementation of a new voting experience model, we have been researching various topics including: 1) voting experience models and 2) existing electronic voter roster technologies.

1. Voting Experience Models

In order to make the new voting experience more convenient for voters, we are exploring alternative options to the County's traditional voting experience structure in which voters are assigned to vote in one specific polling place on Election Day. Some of these options include early voting and vote centers. Determining whether these models are good solutions for Los Angeles County voters requires extensive research. We have engaged several elections officials from states that have used vote centers and implemented early voting to learn from their experiences. We are also learning what requirements exist to implement these models, both at the departmental operations level as well as at the state regulations level. Furthermore, we are beginning to think of implementation strategies shall we determine that these models are beneficial to Los Angeles County voters.

2. Existing Electronic Voter Roster Technology

The voting experience is affected by much more than just the Ballot Marking Device (BMD), related processes like checking in at the polling place are just as important to the voting experience and can help to support expanded services for voters. We have begun to explore technologies that will complement and enhance the voter experience; technologies such as electronic voter rosters which help facilitate an easier and more convenient check-in process for voters at polling places. In order to learn more about technologies in the market or currently in development, we will are exploring the option of releasing a Request for Information (RFI) in the next quarter.

As with all data generated through the VSAP, once finalized, we will share research findings with your board. Findings will also be made available to the public through our website at www.lavote.net/voter/vsap.

Public and Stakeholder Engagement

The Department continues to engage with voters, regulators, experts, and other stakeholders with the intent of keeping them informed and engaged in the process as well as gathering data and information that may be beneficial to our project. During this period, we met with Board of Supervisors Offices, participated in webinars (related to usability, accessibility, and the testing and certification process), and contacted researchers in the field of elections systems. We continued our participation in Community Voter Outreach Committees and Voting Accessibility Advisory Committee meetings. The VSAP team has continued their communication with experts in the fields of technology and accessibility, as well members of our VSAP Advisory Committee.

- Meeting with 4th District Supervisor Don Knabe (May 29, 2014)
 VSAP staff met with district supervisor Don Knabe to demonstrate the current prototype device and inform him of our project's goals and status.
- 2. <u>Clemson University Conference Call with Juan Gilbert (June 10, 2014)</u> VSAP staff met with Clemson University personnel to discuss their work on voting systems.
- Election Assistance Commission Webinar- Reforming the Testing and Certification Process
 (June 12, 2014)
 VSAP staff viewed webinar to keep informed of the changes that may take places in the testing
- 4. EAC Webinar- Highlights of EAC Accessible Voting Research and Development: the Impact on Elections (June 20, 2014)

VSAP staff attended a webinar discussing ATVI research grants. Staff gathered information on various projects that have been funded by the EAC. These projects include accessibility testing and pollworker training materials.

- 5. Meeting with 2nd District Supervisor Mark Ridley Thomas (June 23, 2014)
 VSAP staff met with office staff representatives to demonstrate the current prototype device and inform him of our project's goals and status.
- 6. <u>California Association of Clerks and Election Officials Conference (July 14-18, 2014)</u>
 VSAP staff attended the CACEO conference and attended several breakout sessions.
- 7. Community Voter Outreach Committee Meeting (CVOC) (July 30, 2014) VSAP staff attended the CVOC meeting and gave a brief update on the status of our project.
- 8. <u>Presentation to RR/CC Elections Operation Command staff (July 31, 2014)</u>
 VSAP team members gave a demo with our current prototype device, informed staff of future changes, and answered questions relating to our project and its developmental phases.
- 9. <u>Presentation to the Quality and Productivity Commission</u> (August 14, 2014) VSAP staff presented our current prototype device to the Quality and Productivity Commission, as well as updated them on the status of our project and what we expect in the future.
- 10. <u>USINEX Electronic Voting Technology Workshop/Workshop on Trustworthy Elections (August 19, 2014)</u>

Dean Logan led a workshop concerning security and technology and our approach with the VSAP.

11. Election Center Conference (August 21-22, 2014)

and certification processes of new voting systems.

Dean Logan gave a presentation on the VSAP and our innovative approach to creating a voter-centered design.

About the VSAP

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Board of Supervisors September 5, 2014 Page 4

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Stay Connected

More information regarding the Voting System Assessment Project (VSAP) is available to the public online at www.lavote.net/voter/vsap and on the project's Facebook page. The pages on our website and on Facebook are frequently updated with news and information and are a great way to stay connected with the progress of the project between quarterly reports. We strongly encourage public input throughout the process and look forward to continuing to work with your board on this critical project. If you have any questions please contact Monica Flores, VSAP Project Coordinator at (562) 345-8372 or via email at mflores@rrcc.lacounty.gov.

mf:dl





Los Angeles County Registrar-Recorder/County Clerk

Dean C. Logan Registrar-Recorder/County Clerk

December 10, 2014

TO:

Supervisor Michael D. Antonovich, Mayor

Supervisor Hilda L. Solis

Supervisor Mark Ridley-Thomas

Supervisor Sheila Kuehl Supervisor Don Knabe

Sachi A. Hamai, Interim Chief Executive Officer

FROM: Dean C. Logan, Registrar-Recorder/County Clerk

Deanc. Logan

VSAP Quarterly Report- 4th Quarter, 2014

This serves as our fourth quarterly update report for 2014, detailing project activities and accomplishments during the period of September 6- December 8, 2014. These reports are provided to inform your Board and the public on the progress of the Voting Systems Assessment Project (VSAP) and our ongoing efforts to modernize voting in Los Angeles County. This series of quarterly reports is responsive to the motion adopted by your Board on September 7, 2010.

On November 21, 2014 we achieved a critical milestone with the execution of our contract with the human-centered design firm IDEO for development of design specifications and prototyping of the proposed Ballot Marking Device and other key components of the new voting system. This marks a significant shift in the focus of the project as we transition from the research, ideation and preliminary design stage to an engineering and specifications phase.

Key elements of the new phase of the project include developing the specifications for both hardware and software components for the Ballot Marking Device; requirements for a new tally system; a user experience model; ballot design; and technical proofs (see appendices for detailed plan). These deliverables will move us toward the development of Requests for Proposals or other open, competitive bidding tools for the manufacturing of these components – and, ultimately to a systems integration phase leading to implementation of a new voting experience in Los Angeles County. This engagement with IDEO will span a total of sixteen months during which they will work closely with our office, our stakeholder community and advisory committees.

Current Status: System Refinement and Engineering

IDEO is working on the requirements for this phase of the project. This includes researching our current voting system, identifying team roles, discussing project planning, as well as formulating logistics, communications strategies, and product backlogs.

Last month, during the General Election, IDEO and subcontractors from Cambridge Consultants and Digital Foundry visited our offices to observe the election process. They visited polling places throughout the County to see how voters within Los Angeles County interact with the current voting equipment and engage in the electoral process. They also observed our Check-in Center procedures, the opening and closing of polling locations, and discussed election administration challenges with key staff members. On November 10, 2014, they returned to our offices to tour our Election Operations Center to see how we store, create, and maintain voting machines.

Public and Stakeholder Engagement

In September our offices hosted a meeting with the VSAP Advisory Committee. At this meeting VSAP staff updated the Advisory Committee on our progress and presented research findings on vote centers and tally options. Continued input from our stakeholder community during this next phase of system engineering and design is critical to the project's success.

Our team has also engaged public officials and local voters to discuss the design of our new system. This has involved visiting with some of your offices, demonstrating the early model ballot marking device prototype, and traveling to local conferences. We continue to encourage active engagement and seek to gather as much feedback as possible.

1. <u>September 3, 2014- EAC Roundtable Discussion - Expanding the Body of Knowledge of Election</u>
Administration

Presentation to EAC about Election Administration, highlights included the Voting Systems Assessment Project's approach to having a human-centered design, and the importance of voters.

- 2. <u>September 20, 2014 Tri-League of Women Voters Los Angeles Chapter Presentation</u>
 Outreach staff presented the ballot marking device prototype to the local Tri-League of Women Voters chapter in Los Angeles.
- 3. <u>September 22, 2014-Meeting with 3rd District Supervisor Zev Yaroslavsky</u> VSAP staff presented our prototype to the third district supervisor and provided an update on our project.
- September 23, 2014 Voting Accessibility Advisory Committee Meeting
 VSAP staff attended the VAAC meeting to inform members of the committee about the status of our project.
- September 24, 2014- VSAP Advisory Committee Meeting
 The VSAP team hosted our Advisory Committee members for a half-day long meeting to bring them up to date on our project status, as well as where it is heading in the next few months.

 The VSAP team answered any and all questions related to our project.
- September 25, 2014- Board of Supervisors Operations Cluster
 VSAP team members attended the Board of Supervisors' Operational Cluster meeting to
 discuss our contract with IDEO and the proposed Statement of Work for the next phase of the
 project.
- 7. <u>September 25, 2014- Presentation at the Conditional Voter Registration Subcommittee of the California Association of Clerks and Elected Officials.</u>
 VSAP team members gave a presentation concerning the research conducted on Vote Centers.

Questions were answered about how vote centers can assist in same-day voter registration.

- 8. <u>September 29, 2014- Meeting with 1st District Supervisor Gloria Molina</u>
 VSAP staff presented our prototype device to the district supervisor and provided a project progress update.
- September 30, 2014- Presentation to the Industry Hills Rotary Club
 RR/CC staff presented our prototype device to the local Industry Hills Rotary Club and
 discussed our project. Participants were enthusiastic and interested in our progress.
- October 2, 2014 Presentation at Empowerment Congress
 RR/CC executive staff discussed the Voting Systems Assessment Project and answered questions related to the project.
- 11. October 4, 2014 Voting Modernization Board Meeting
 VSAP staff met with Michael Bustamante of the Voting Modernization Board to discuss the progress of our project.
- 12. October 8, 2014 Community Voter Outreach Meeting (CVOC)
 VSAP staff provided an update at our quarterly CVOC meeting in order to keep the public up to date with our project.
- 13. October 17, 2014 Meeting with the Long Beach Election Oversight Commission

 Dean Logan met with the Long Beach Election Oversight Commission and discussed the Voting

 Systems Assessment Project
- 14. October 21, 2014 Board of Supervisors Meeting
 Los Angeles County Registrar-Recorder County Clerk staff and IDEO presented their proposal to the Board of Supervisors at their meeting. Board approved contract.
- 15. November 4, 2014 General Election and IDEO Engagement
 VSAP staff met with IDEO team members and contractors to provide an overview of our
 elections operations. Among the highlights were trips to several local polling places, view of the
 voting process, interacting with voters at the polls, closing and check-in center procedures, and
 observing and discussing the tally process.

About the VSAP

Launched in September 2009, the Voting Systems Assessment Project (VSAP) was developed by the Department in response to the growing voting system needs and challenges faced by the County. While the County's current voting system has served the voters of Los Angeles County with accuracy and integrity, the design of these systems and the age of their technology do not offer the technical and functional elasticity necessary to continue to accommodate the growing and increasingly diverse electorate.

The size and diversity of Los Angeles County and the limited voting systems market, however, make it almost impossible to reasonably consider a commercial off-the-shelf voting system solution. Any voting system solution will entail a significant development or customization process in order to satisfy the County's needs, General Voting System Principles and technical requirements.

In response to these needs and challenges, the VSAP takes an unprecedented and comprehensive

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approach at modernizing the County's voting system. The vision of the project is to implement a voting system through a transparent process that takes into account the needs and expectations of current and future Los Angeles County voters. The VSAP aims at achieving three goals in this process: 1) give current and future Los Angeles County voters an unprecedented opportunity to participate in the assessment and development process; 2) increase voter confidence in the electoral process through the participatory structure of the project; 3) synthesize public input and research to acquire or develop a new voting system for the County.

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	2015													2016		
November MONTH 1 Task 1: Requirements	December MONTH 2	January MONTH 3	February MONTH 4	March MONTH 4	April MONTH 5	May MONTH 6	June MONTH 7	July MONTH 8	August MONTH 9	September MONTH 10	October MONTH 11	November MONTH 12	December MONTH 13	January MONTH 14	February MONTH 15	March MONTH 16
	1.4 Non-Functional Requirements Document1.5 Preliminary Product Backlog															
		Task 2: Define Architecture														
		2.1 System Architecture Workshop	2.2 Ballot Marking Device Hardware Architecture Document		2.3 Preliminary Software Solution Design Document V1											
		Task 3: Define overall user experience														
				3.1.3 BMD User Interface "Looks Like/Works Like" In-Process Functional Prototype Iteration 3	"Looks Like/Works Like" In-Process Functional	 3.2 BMD User Interface "Looks Like/ Works Like" FINAL PROTOTYPE 3.3 Prototype of Ballot Identification, Selection and Activation Mechanism Design 	Solution Prototype	3.6 Functional Prototypes Source Code								
		Task 4: Design Ballots														
					 4.1 Paper Ballot Specification 4.2 Tally Requirements Document 4.3 Emergency Ballot Requirements and Design Document 4.4 Vote By Mail Template Specification 											
		Task 5: Design BMD Hardware														
		5.1.1 BMD Hardware "Works-Like" Prototype Iteration 1	5.1.2 BMD Hardware "Works-Like" Prototype Iteration 2	5.1.3 BMD Hardware "Works-Like" Prototype Iteration 3	5.1.4 BMD Hardware "Works-Like" Prototype Iteration 4	5.2 BMD "Looks-Like" Appearance Model										
							Task 6: Engineer BMD hardware									
							6.3.1 Design and Engineering Specification Document - Draft materials and components selection	Draft functional block	6.3.3 Design and Engineering Spec Document - Schematic capture and draft component placement		6.3.4 Design and Engineering Specification Document - Draft Manufacturing Strategy Document		6.3.5 Design and Engineering Specification Document - Draft tolerance analysis	 6.1 BMD Manufacturing Release Package 6.2 Functional BMD prototypes 6.3.6 Design and Engineering Specification Final Compiled Doc 		
							Task 7: Develop software technical pro-	of			Task 8: Design preliminary software	olution	Task 9: Design Flnal software solution			
										 7.1 Software Technical Proofs 7.2 Software Technical Proofs Source Code 		8.1 Preliminary Software Solution Design Doc V3		9.1 Final Software Solution Design Document V4		
															Task 10: RFP Transition	
																 10.1 Program Vision Communication Tool 10.2 RFP Evaluation Tool 10.3 Project Capstone Meetings